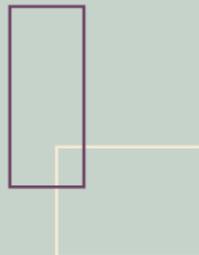




2000 ANNUAL REPORT



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IFES

Mission Statement

IFES provides professional advice and technical assistance in the promotion of democracy worldwide and serves as a clearinghouse of information on elections, rule of law, governance, and civil society.

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Concept: Stephen Snider

MESSAGE FROM THE CHAIR, VICE-CHAIR, AND PRESIDENT

The Need for IFES in a Changing World

Confusing ballots, insufficient voter education, and thirty-seven days to resolve an election—it could have happened in many of the 120 nations where the International Foundation for Election Systems (IFES) has worked, but in 2000, it happened in the United States.

On the day the controversy began over Florida's presidential balloting, IFES hosted more than 200 visitors from around the world to observe the U.S. elections. What they saw was that while the election system in the United States for the most part worked, there were a number of glaring exceptions that pointed to the need for professional election reform.



The lessons learned in the United States, combined with the fragile state of democracy worldwide, underscore the need for an organization dedicated to strengthening election processes that are credible, courts that work, a civil society that is fully engaged, and governments that are accountable and functioning.

Our Mission

Since 1987, IFES has been guided by the philosophy of our founder, F. Clifton White, who believed that there is no single blueprint for democracy. As a pioneer in the field of democracy building, IFES is committed to serving the needs of emerging, transitional, and mature democracies in the areas of elections, the rule of law, strengthening of civil society, civic education, and governance. Our experience shows that when these elements are present, genuine pluralism may emerge and people begin to have a voice in how they are governed.

Current Initiatives

IFES has launched a number of new initiatives that summarize its efforts to meet the challenges of global democracy building:

- *Women's Initiative*—IFES is implementing a project in Central America that will promote the establishment of networks for women entrepreneurs to learn how they can affect trade agreements in the Americas and access new markets.
- *Access for the Disabled*—IFES is pioneering voting access for the disabled in countries such as Sierra Leone, Ghana, and Peru.
- *Extending our Global Reach*—IFES, Ltd. was incorporated and opened offices in London this year. This wholly owned subsidiary of IFES will provide European bilateral partners around the globe with the highest quality technical assistance available in election administration and in the related fields of democracy and governance.
- *Reforming U.S. Elections*—IFES is developing a web-based Compendium of Election Resources in the United States (CERUS) for election officials, scholars, policymakers, and journalists, much like IFES' highly acclaimed digital compendium of international election resources, known as the ACE project.
- *F. Clifton White Resource Center*—Always a standard bearer for elections resources, the Center is strengthening its unique function as one of the largest repositories of election information and expanding its collection and research capacity in all areas of democracy building.
- *Technology and Democracy*—IFES is leading efforts to integrate technology and democratic development, including Internet voting and governance, smart cards and civil registration, advanced election systems, global positioning and identification systems, data protection, and security for personal information and public administration.

Supporting the IFES Vision

IFES remains committed to providing the high quality technical assistance that has won us the confidence of election authorities, governments, donors, and civil-society organizations worldwide. Together with our board, staff, and many partners we look forward to fulfilling the mission of IFES: *making democracy work*.

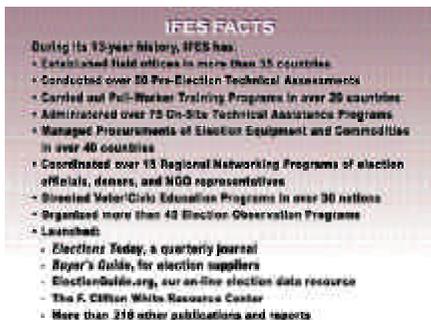
Patricia Hutar
Chair

William R. Sweeney, Jr.
Vice-Chair

Richard W. Soudriette
President

THE IFES STORY

IFES was founded at a critical time when totalitarian governments were being challenged and democracy was taking root. At a time when rumblings of change were occurring in the Soviet Bloc, Latin America, and Africa, a 1985 study commissioned by the U.S. Agency for International Development concluded that electoral assistance had been provided for years on an ad hoc basis. The study demonstrated a real need to provide more systematic technical assistance in the administration of elections. The study recommended establishment of an NGO that could provide technical electoral assistance to emerging democracies. IFES' founders, F. Clifton White, Richard Scammon, Charles Manatt, Peter McPherson, and Patricia Hutar responded to the call.



Since 1987, IFES has served as a global advocate and assistance provider to make elections and political processes more transparent and efficient in 120 countries. IFES specializes in providing comprehensive assistance to strengthen election planning and administration, citizen participation, excellence in governance, and rule of law initiatives for a “level playing-field” of democracy.

As one of the premier democracy and governance assistance organizations in the world, IFES provides technical assistance custom designed and implemented for the needs of transitional democracies. IFES' program portfolio has grown twentyfold in the Foundation's lifetime, during which international organizations, bilateral donors, corporations, and U.S. private foundations have contributed to IFES' work and have recognized the impact of our innovative approach.

From a two-person, two-room office, IFES has grown through the dedication of over a hundred people based in Washington, D.C., and an additional 120 people in 21 field locations. Our staff has lived and worked in every emerging democracy; collectively we speak more than 30 languages. Over the years, we have earned the confidence of election authorities, governments, and non-governmental organizations (NGOs) that have come to count on IFES. We give them thorough research and analysis before we assist with our country-specific expertise and sensitivity and we commit the most appropriate people, technology, and support from design to implementation of projects.

IFES Board, staff, and consultants provide the essential tools for democracies in transition. We also provide a context for the democratic experience and endeavor to make assistance sustainable. As testimony to the work of people at IFES, we plan to introduce our Board and staff as a regular feature in future reports. In the pages to follow, we invite you to meet a few of those people in the field, read about some of our experiences in the past year, and, with us, look ahead to the global future of democracy IFES is helping build.

THE IFES MISSION

JEFFERY SWEDBERG
Project Manager
IFES Armenia



For Jeff, one of the most exciting things about working with IFES is building democracies in these historic times. He explains, "At the turn of the 20th century 'making the world safe for democracy' meant war. At the turn of the 21st, it means democracy building in an atmosphere of peaceful cooperation."

Three years of directing governance programs in Armenia undoubtedly contributed to cementing this opinion. An emerging democracy of around 2 million people, even a relatively modest program on Armenia has the potential to show real results, Jeff explains. An example is IFES' "Voter Fun Fairs" held in the Arabkir and Erbuni districts in preparation for Armenia's 2000 Parliamentary by-elections. Held in the open air in front of a water-works building and a railway station, this impromptu voter education event drew a crowd of 1,700.

Before working in international elections, Jeff served as Chief Lobbyist for the American Red Cross in international affairs, military issues, and disaster policy.

PROMOTING TRANSPARENT ELECTIONS AND FAIR ELECTION PROCESSES

Organizing fair, transparent, and credible elections requires several elements. The first of these is the political determination to allow election authorities to do their job in a professional manner without undue political pressure or interference. IFES continued to strengthen its election-assessment, training, and voter-education efforts in 2000 by helping nations develop new institutions and practices to ensure transparent elections and political development.

Assessing Technical Needs in Election Administration

IFES conducted an assessment of the election process in *Macedonia*, working with political parties, government officials, the media, international observers, and other private organizations in preparation for the municipal elections in September 2000. In summer of 2000, IFES identified four areas of support in Macedonia's electoral process: establishing the legal framework for elections; increasing the effectiveness of election administration bodies; improving the quality and transparency of the voter registration process; and enhancing the knowledge of voters and poll workers in exercising their rights and duties on Election Day. IFES then deployed a technical assistance team to build capacity for local election officials; conduct poll-worker training and voter-education activities; and coordinate the registration process for the State Election Commission of Macedonia.

In July 2000, IFES conducted a technical assessment of the election process and political environment in *Bangladesh* and made recommendations to modify current election administration and laws for the parliamentary elections in 2001. The purpose of this endeavor was to build public confidence in Bangladesh's election process by promoting transparency and inclusiveness in the election process and creating incentives for the opposition party to re-engage in the political process after a long boycott of parliament and by-elections. IFES also evaluated the constitutional and statutory framework for elections while attending to the practical aspect of advance preparations.

Monitoring Elections

From January through August 2000, IFES supported local monitoring efforts in *Uganda* for the June 2000 referendum on political systems. IFES provided technical and strategic planning assistance to a consortium of local civil society organizations, including women's groups, journalists, attorneys, and ecumenical human rights coalitions. The consortium, made up of 6,000 monitors, prepared a report that received significant media coverage and set the tone for the debate on the referendum. The chief electoral body of Uganda—the Uganda Electoral Commission—refocused its public relations initiatives in response to critical statements in the report. In addition, the consortium's consistent tracking of referendum legislation was directly responsible for the movement of that legislation through the National Assembly.

THE IFES MISSION

Supporting Electoral Reform Initiatives

In the wake of *Peru's* former president Alberto Fujimori's resignation in November 2000, the National Election Process Office (ONPE) in Peru was faced with the daunting task of overhauling its operations and personnel within 4 months, in preparation for the first round of national elections on April 8, 2001. At the invitation of ONPE, IFES and the United Nations provided support to all ONPE's election divisional structures. Services provided to ONPE ranged from providing advice on voting technology and logistical planning; training of personnel in decentralized regional offices; drafting electoral laws and conducting civic education campaigns; strengthening electoral institutions; and preparing offices and voting centers. This helped set the infrastructure for what was widely perceived as a clean and transparent election process. IFES worked with the ONPE to implement capacity building and legal reform initiatives for Peru's second round of national elections on June 3, 2001.

IFES worked closely with the *Guyana* Elections Commission (GECOM) to develop and implement reforms in election administration, which could ensure the success of Guyana's March 2001 general elections. A history of controversial elections, undemocratic rule, and ethnic tensions in Guyana led to weakened government institutions and public disenchantment with the political system. However, the passage of a critical election law amendment in November 2000 set the groundwork for a major overhaul of the country's electoral system. IFES assisted GECOM in several capacity building activities such as: identifying parliamentary seat allocation based on the new election law; creating a database for voter lists, polling station locations, and political party names; developing voter identification cards; designing ballots; improving information-technology applications; and redistricting.

Conducting Voter Education

In *Georgia*, IFES' support of the April 2000 Presidential elections included a vigorous, two-pronged program on voter education and guidance for polling-station officials. Using the renowned comic actor Badre Kakabadze as the spokesperson for the campaign, IFES ran several voter education spots in state-run and independent TV stations in Georgia, and publicized educational posters in Georgian, Russian, and English to encourage voter turnout and build public confidence in the electoral system.

In December 2000, IFES was invited by the *Serbian* Republican Election Commission to provide technical assistance, as well as training and educational materials, on polling-place procedures based on the new law passed earlier by the Serbian parliament. In order to inform both poll workers and voters, IFES produced posters, leaflets, pamphlets, and print-media advertisements outlining "Steps in the Voting Process." Materials highlighted eight basic steps in the voting process complete with illustrations that demonstrated, among other things, the application of invisible ink once a voter received a ballot.

LAURIE COOPER
Senior Program Officer
Africa & the Near East
IFESWashington



Laurie's interest in international politics and the mechanics of elections led her to IFES in 1989. At the time, the Foundation was a three-person operation sharing office space with Citizens for Bush. That there was an organization dedicated to improving the quality of the election process excited her. She decided to make IFES her professional home ever since.

Laurie credits her deeper understanding of politics in Africa and the Diaspora to her 11 years of managing governance programs in sub-Saharan Africa. Asked about her most moving experience, Laurie recalls Angola's first national elections in 1992. "Being there before the elections, talking to people about their hopes for the future, I was struck by their faith in the Bicesse peace accord and the forthcoming elections despite the fact that most of the people my age had lived with war for their whole lives - sadly, the peace was short-lived," she reminisces.

THE IFES MISSION

ADHY AMAN
Legal Research & Policy Officer
IFES Indonesia



A law graduate from the University of Indonesia, Adhy was one of the few students to be a key staff member of Indonesia's National Election Monitoring Committee (Panwas) during the country's historic elections in 1999. When offered a job with IFES after the elections, Adhy took the opportunity to promote democratic reforms in his native country.

As IFES' chief liaison in legal affairs with Indonesia's National Election Commission, parliament, ministries, and NGOs, Adhy works on researching and implementing legal reforms in Indonesia. When asked what he likes about this Adhy responds, "I get the rare experience of working with a foreign NGO where I learn that we work for a cause, not for material gain." Gaining an insight into democracy building from his international colleagues is an added bonus for Adhy.

Drafting Election Laws and Supporting Election Bodies

IFES advised members of the *Indonesian* Parliament and officials involved in drafting amendments to the election laws that define the structure and procedures for appointments to the National Election Commission. IFES counseled parliamentary committee members on issues such as sound international practices for appointments of election commissioners; lines of accountability; conditions of service for members of election commission secretariats; and the importance of creating executive and administrative structures independent of government and sectional interests in order to foster public confidence in future election processes. The Indonesian parliament subsequently amended the current law on elections, which provides for a smaller, independent, and non-partisan Election Commission.

Recognizing the important developments in the Arab world, in 2000, IFES conducted a study of Arab election laws in eleven countries and in the *Palestinian Territories*, in collaboration with Arab scholars and practitioners in the field of democratic development. This comprehensive study, the first to be carried out in the Arab world, will include the full texts of the laws, background on the election process in each country/territory, a detailed analysis of each law, and recommendations for electoral reform. The entire set of materials will be made available electronically and in print.

Creating Voter Registries

In *Kosovo*, months of work by IFES with regional and international partners led to a massive voter-registration effort following the 1999 war. In February 2000, a team of election and registration experts was deployed to implement this registration plan in cooperation with the Organization for Security and Co-operation in Europe (OSCE). When the registration ended on July 19, 2000, approximately one million Kosovars had participated in the civil registry and more than 90 percent of the 1.2 million were eligible to register. Sadly, the Serb community boycotted the process and less than 10 percent of the Kosovar Serbs registered. The efforts of IFES and the OSCE in the registration and electoral administration process in Kosovo, however, contributed to the free, fair, and peaceful municipal elections with an impressive 79 percent voter turnout.

IFES partnered with the UNDP, the OSCE, and the government of *Albania* to centralize and computerize the nation's voter registries so as to increase security and integrity in governmental access to public information and maintain public confidence in the nation's registration system. Under the guidance of a Technical Advisory Committee, election administration experts began an overhaul of Albania's voter list. The information, collected door-to-door, was processed in a central computer and voter identification cards were then issued to the general public.

THE IFES MISSION

STRENGTHENING THE RULE OF LAW

Without appropriate laws and a justice system to enforce them, the democratic process is subject to the whims of powerful individuals and shifts in political will. IFES promotes the rule of law through legal and judicial processes that are fair, equitable, and democratic. Working with experts in civil, common, and international law, IFES designs and implements rule of law programs in close partnership with in-country counterparts to ensure effectiveness and sustainability. Since its inception in 1987, IFES has provided rule of law assistance in elections, political processes, and civil-society building.

Initiating Reform in the Justice Sector

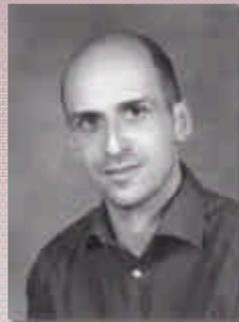
In early 2000, IFES began a pilot project in judicial education on improved governance and economic development in *Morocco*. The project addresses challenges facing Morocco's new administrative and commercial courts, which are seen as crucial instruments in the country's efforts to improve governance and develop the economy. IFES organized three seminars for a group of forty-eight judges from administrative and commercial courts in Morocco. The series exposed participants to a rich selection of topics on the common law tradition and the legal system in the United States. Both the Ministry of Justice in Morocco and the participants expressed strong interest in the continuation and expansion of the program to apply the acquired knowledge to the courts' practice.

In Spring 2000, IFES launched a multi-faceted two-year program in partnership with the International Human Rights Law Group to strengthen legal reform in the *Democratic Republic of Congo*. "Strengthening National and Local Judicial Systems and Promoting Reconciliation Processes" is designed to increase access to information; enhance civil society capacity to advance justice system reform; facilitate dialogue on law reform between civil society organizations, the government, and the general public; and strengthen public confidence in the justice system in Congo.

Strengthening Judicial Independence

IFES played a central role in developing an independent judiciary in the *Ukraine*, having convened a series of judicial conferences in partnership with the Supreme Court of the Ukraine. Discussion has focused on practical matters involving the impartial adjudication of election disputes and the rights of election officials in the electoral process concerning judicial review of administrative decisions. The Supreme Court is in the process of publishing a handbook for judges based on IFES' recommendations.

ANTONIO SPINELLI
Project Manager
IFESYemen



Promoting democracy is more than a profession for Antonio. It is a way of life. Antonio traces this personal philosophy to 1992 when he participated in a United Nations' peacekeeping mission to Cambodia. Antonio recalls, "Experiencing the gentleness of the Cambodians, their tragic and devastating history, and their craving for a peaceful living was an eye-opening experience. I realized the full value of contributing to the promotion of democracy in environments where the most fundamental democratic principles are not given for granted."

After this, there was no looking back. Antonio joined IFES in 1999 after working as a governance expert for several international organizations such as the OSCE and the European Commission in Croatia, Macedonia, Bosnia and Herzegovina, Ethiopia, and Mozambique. He managed governance programs for IFES in South Africa and the Caucasus before jumping at the opportunity to work in Yemen, in the home of the Arab peninsula's sole election administration body.

Apart from being a dedicated democracy builder, Antonio is an adventure buff. Traveling solo on a motorbike across Africa and through the Sahara desert stands as one of his most memorable experiences.

THE IFES MISSION

ALAN WALL
Project Manager
IFES Indonesia



Not many can credit their foray into democracy building to a damaged ligament and be thankful for it at that. Alan does and admits it with gusto. In 1990, having had to say goodbye to guitar strumming and a potential career in music, Alan took up a job as an assistant in a local electoral office in Australia. That was the beginning of his "obsessive fascination" for elections.

Ten years later, after having worked as Senior Elections Expert in West and East Africa, Eastern Europe, and the former Soviet Union, Alan was enthusiastic about working on democracy closer to his native Australia. IFES' wide-ranging program in Indonesia was a perfect match.

Asked what he enjoys most about his work in Indonesia, Alan explains, "Working with people who care about their country, particularly the young civil society activists taking risks to push electoral and governance reform, gives me a renewed sense of energy and enthusiasm every day."

In March 2001, IFES produced a Guide to Judicial Independence for USAID's Democracy and Governance (DG) Center. The guide includes recommendations based on information collected from experts in 26 countries, as well as chapters by leading international and US-based judicial reform practitioners. USAID plans to publish the Guide in June 2001 and to co-host meetings and training sessions with IFES on how to incorporate its lessons into USAID programming. IFES co-hosted roundtable consultations with the DG Center in *Guatemala City* in July 2000 and in Washington D.C. in September and October and was also the lead presenter on rule of law issues at USAID's Annual Partners Conference in November.

Promoting Peace through the Rule of Law

Responding to former President Bill Clinton's Great Lakes Justice Initiative, IFES, in partnership with the International Human Rights Law Group, launched in January 2000 a program to increase the capacity of *Burundi's* civil society and promote ethnic reconciliation in this war-torn nation. Through its activities, IFES seeks to strengthen the rule of law and promote the recognition of and respect for human rights in Burundi. Operating in a challenging post-conflict environment, IFES has worked to promote reconciliation through dialogue between representatives of a cross-section of Burundi's multi-faceted society. With emphasis on including women and youth as two of the groups most severely impacted by the conflict in Burundi, IFES has organized and led discussion groups to identify the root causes of the conflict and more importantly, consensus on how to break the cycle of violence and distrust. Concurrently, IFES is working to identify indigenous NGOs capable of reaching across factions to enhance their capacity to advance civil society and promote the rule of law.

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ADVANCING GOOD GOVERNANCE

Good governance bolsters healthy democratic development by improving the institution of government—its scope, mechanisms, processes, and operations—and ensuring popular voices in governmental decision making. Our programs in governance are designed to cultivate transparency, inclusion, accountability, and equity in governmental functioning and decision making.

Setting a Framework for Governance

In March 2000, IFES, in conjunction with the League for the Defense of Human Rights of *Moldova* (LADOM), published a guide designed to educate elected officials on the rights and responsibilities of public administration bodies. More than 600 copies of *Public Officer* have been distributed free of charge to local public administration bodies, NGOs, libraries, and to participants of LADOM's international conference on socio-economic rights in Moldova.

THE IFES MISSION

IFES participated in new research in its discussion paper, "Election Management Bodies as Institutions of Governance," written under the auspices of the United Nations Development Programme. This first global investigation of the merits of permanent, independent, election-management bodies in the context of good governance uses case studies and best-practice examples together with interviews and academic research. Already this IFES project has served as the blueprint for increased professionalism in the field of election management worldwide.

Improved governance and institutional reform is also a key part of IFES' work with regional associations of election officials. IFES was instrumental in the creation of four regional election associations: *Central and Eastern Europe, Asia, Africa*, and the *Caribbean*. IFES works closely with the member organizations in 61 countries to facilitate meetings and conferences, to promote understanding and exchange of information and experiences between election bodies worldwide.

Building Capacity for Governing Bodies

IFES conducted an assessment of 64 of the 2,700 municipal councils in *Azerbaijan* to identify training needs of the newly elected officials from the fall 1999 elections. Through a survey, IFES assessed the progress of municipal governments in such issues as establishing charters; developing municipal working groups; receiving municipal land and property; implementing taxation programs; and collecting tariffs. The assessment resulted in the design of a plan to promote broader understanding of the role and responsibilities of municipal governments in a democratic society. In addition, IFES also created a searchable database of basic information on the municipalities to foster better exchange of information.

IFES conducted a needs assessment of the *Indonesian* parliament for computerizing its administrative, legislative, and archival systems, and creating Web sites for members of parliament. The survey indicated that computerized networks and systems would provide increased opportunities for interactive communication among legislators, parties, committees of parliament, and the public. IFES then deployed a team of experts to implement hardware and software solutions and network design for the parliament. Results indicated that setting up intranet and Internet facilities greatly augmented the operational effectiveness of the parliament.

CARMEN ECHAURI
Deputy Director
IFES Paraguay



Promoting women's political participation in Paraguay has by far been the most challenging task for this gender and development specialist. To begin with, women's exclusion in decision-making bodies is not even recognized as a social problem in Paraguay, explains Carmen. However, with a firm commitment to democracy and social development in her native Paraguay, Carmen is prepared to tackle this challenge.

Carmen has managed high-profile programs for IFES since joining in 1997. In 2000, Carmen managed IFES' National Anti-Corruption Workshop for the President of Paraguay, members of parliament, high-ranking government officials, and international NGOs. She also coordinated IFES' Information and Technical Assistance services to Paraguay's Tribunal Superior de Justicia Electoral.

Carmen is a well-known researcher on gender issues. She has published several papers on women's rights and was a writer and an editorial board member for *Informativo Mujer*, a monthly magazine on women's issues.

THE IFES MISSION

BEVERLY HAGERDON-THAKUR
Training Advisor
AEOBiH



When Beverly first suggested bringing together election commission members throughout Bosnia and Herzegovina (BiH) for a conference in 1998, little did she anticipate the rich rewards of leading the war-torn nation a step closer to ethnic reconciliation.

The conference marked the birth of AEOBiH, the Association for Election Officials in Bosnia and Herzegovina, an NGO dedicated to democratic elections in BiH. The existence of an organization committed to the professional conduct of elections in this young democracy is unique. What is even more amazing, explains Beverly, is that "AEOBiH's activities bring together all of the ethnic groups from throughout BiH united by a common goal when only five years ago it would have been unimaginable that they would even sit at the same table. This will probably be one of the most memorable experiences I will take with me from Bosnia and Herzegovina."

Beverly spearheaded the development of AEOBiH from an idea to its current strength of over 700 members in all but four municipalities of BiH. There is nothing more rewarding, she says, than "to see the Bosnian election officials gain confidence in their abilities to conduct elections, and bring about positive changes to the electoral process itself."

In *Nigeria*, IFES worked with the Independent National Electoral Commission (INEC) on improving transparency and strengthening public confidence in the role of the INEC in election administration and election reform. Toward this end, INEC held National Consultative Fora across Nigeria to provide stakeholders an opportunity to contribute feedback on the proposed electoral law and voter registration procedures before they were finalized by the Parliament. Representatives from Nigerian political parties; leaders of national civil society organizations representing advocates for democracy, women's rights, youth, and the disabled; and members of the academic community attended the Fora. The INEC witnessed an overwhelming response to this initiative and incorporated many of the 744 suggestions into the final draft electoral law submitted early 2001 to the Nigerian Parliament.

Working with the new *Indonesian* parliament in late 1999, IFES initiated and supported live broadcasts of proceedings in the People's National Assembly for the public to watch unrestricted and unfiltered coverage of parliamentary commission meetings and plenary sessions. IFES implemented a television program called *Swara Wakil Rakyat* (SWARA) or Voice of the People's Representatives, to broadcast live meetings and debates directly from the Parliament. Through satellite decoders placed throughout the country, Indonesians witnessed committee hearings on human rights abuses and corruption in the banking and private sectors, reinforcing transparency in government and informing the public about the continuing democratic transition in Indonesia.

SWARA was also broadcast on the Internet, making it more accessible inside and outside Indonesia. The Web site offers information about legislative agendas, commissions, and members of the legislative bodies, as well as proceedings of all legislative sessions since October 1999. At the request of the Indonesian parliament, IFES also assisted in developing two print, radio, and television campaigns encouraging the public to submit questions about candidates for a number of high-level public offices, and made provisions to handle e-mail responses resulting from the advertising campaign.

Facilitating Dialogue on Government Reform

One year after the national elections in *Indonesia*, IFES sponsored a seminar on "Controlling the Illegal Influence of Money Politics and Regulating Political Finance." Members of Parliament and political party leaders, members of the Election Supervisory Committee, staff from the National Election Commission, journalists, academics, and representatives of Indonesian and international NGOs attended the conference. The seminar covered practical aspects of efforts to control both illegal and legal influences of money in the electoral process. The panel identified particular problems such as difficulties of proof and witness participation in prosecuting vote-buying cases and the absence of proper accounting standards and offered pragmatic solutions.

THE IFES MISSION

BUILDING CIVIL SOCIETIES, ENCOURAGING CIVIC EDUCATION

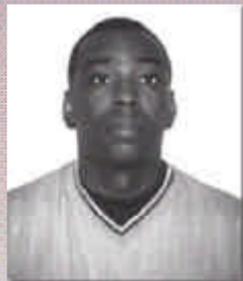
Democracy hinges on more than free and fair elections. Successful democratic development depends on engaging citizen participation before, during, and after elections. Our civil society and civic education programs are designed to raise awareness and importance of civic values and civil involvement as vital elements of democratization.

Establishing Civil Society at the Local Level

Democracy building starts at the grassroots level. The Enhancing Civil Society Effectiveness at the Local Level (ESCELL) program in *Ghana* is testimony to the benefits of active civic participation. IFES launched ECSELL in 1997 to improve democratic governance in Ghana by strengthening civil society organizations and increasing government responsiveness to local citizens. In the course of this project, IFES organized workshops for more than 800 civil society leaders and local government officials from 20 districts across Ghana. The workshops focused on topics such as the role of civil society and local governments in the democratic process, financial management, strategic planning, conflict resolution, and proposal writing. Subsequently, in 1999 and 2000, IFES awarded small grants to 78 civic groups to allow them to apply their newly-acquired knowledge. These grants enabled the groups to better advocate for their rights and become a more active voice in local government policy-making on a variety of issues ranging from taxation to land allotment or women's rights.

IFES and Chemonics International initiated popular participation in local government activities in 20 municipalities across *Bolivia*. The Democratic Development and Citizen Participation (DDCP) program was a response to the need for a dialogue on local reform between local government officials and citizens of rural Bolivia who lacked legislative know-how. By creating committees based on strategic assessment of the needs of each municipality, the DDCP team provided guidelines to local citizens on how to organize civic groups and advocate effectively. The DDCP team recently published *Ciudadanía en la Participación Popular*, a handbook on the rights and duties of citizens currently being used in several municipalities in Bolivia.

MARCEAU EDOURD
Project Manager
IFES Democratic Republic of Congo



Volatile milieus and tough challenges have always been part of Marceau's career choices. From conducting investigations and prosecutions in assaults, arson, narcotics, homicides, and gang violence, Marceau saw a great deal as an Assistant District Attorney in Bronx County, New York. When he was not prosecuting criminals, Marceau was promoting the Rule of Law in Haiti as a Resident Legal Advisor for the U.S. Department of Justice Judicial Reform Project.

IFES found a perfect match in Marceau's experience, resilience, and can-do attitude. Heading democratic governance and judicial reform initiatives in the politically turbulent Democratic Republic of Congo requires all three. In Congo, Marceau leads IFES' 14-member staff in the implementation of programs involving Peace and Democracy and the Rule of Law. Both programs benefit from the popular resource center housed in IFES' Kinshasa office.

THE IFES MISSION

ADA CASTILLA
Senior Project Accountant
IFES Washington



Finance pro, mother of two, writer, pianist, political refugee, and most recently, cancer survivor —Ada is multi-talented resilience personified.

A native of Cuba, Ada came to Washington, D.C., in 1966 on one of the 'Freedom Flights' chartered by President Johnson to fly in political refugees to Miami. Not yet able to speak English, she and her family were confused when, during the commercial flight from Miami to Washington, the attendant asked them to come to the front of the aircraft. Thinking they were being recalled, they were extremely relieved when someone translated that they were asked to come up front to sit in first class.

Ada worked as a teller, accounting clerk, and controller in various corporations but she yearned to apply her skills to public-spirited endeavors in the international arena. After earning a degree in Accounting at the University of Maryland, Ada ventured into the non-profit sector. She worked for the Housing Cooperative Foundation for seven years before joining IFES in 1993.

Handling IFES' financial reporting, general accounting, and sub-grant auditing keeps Ada's hands full. "It is perfect though," she says, "It gives me an inside picture of the organization and keeps me in close touch with grant recipients." Ada has made an occasional trip on work to El Salvador, Paraguay, and South Africa, where she discovered a penchant to break through cultural barriers and strike instant friendships with local staff.

Promoting Accountability in Public Institutions and Among Public Officials

In *Paraguay*, IFES is currently implementing several initiatives to encourage public discussion of political and institutional reforms, and in the process, strengthen civil society. IFES promoted a national debate on anti-corruption by providing information on the national legislature's actions to the general public, and conducting regional public discussions on the issue. We also provide grants to local civil society organizations to develop educational materials and organize roundtables with experts nationwide to foster greater understanding of the Paraguayan government's reform activities. Furthermore, IFES partners with NGOs to encourage citizens to participate in the planning and supervision of community development. The Women's Multiparty Agenda on Democratic Governance program helps women participate more effectively in the activities of political parties.

In *Ghana*, IFES worked with the Accra-based Center for Democracy and Development (CDD) to help gain equal and fair access to the state-owned media for candidates and political parties. In the months preceding the December 2000 national elections, CDD trained and deployed independent media monitors throughout the country to assess the media coverage of parties and political candidates on a day-to-day basis. The monitors' observations were published on a regular basis. CDD also organized five panels between May and December 2000 in which representatives from political parties discussed the media monitoring results and exchanged views on equal access and fair reporting with editors from state-owned and private media establishments.

Facilitating Cross-border Dialogue

In June, IFES organized a Study Tour to *Benin* for political leaders and civil society groups from the *Democratic Republic of Congo* to learn about this West-African nation's peaceful transition to democracy since 1991. Part of the "Supporting the Transition to Peaceful Democratic Governance in the Democratic Republic of Congo" program, the trip was a unique opportunity for participants from the DRC to think about potential institutional reforms in Congo.

Building Tolerance through Civic Education

IFES facilitated the broadcast and evaluation of a pilot series consisting of six television programs designed for schoolchildren in *Indonesia*, targeted at reinforcing the civic and moral values of tolerance and awareness of others' rights. By combining well-known fables with themes of human rights and ethics, the series enacted stories on tolerance for children in the fifth and sixth grades in 100 schools across Indonesia. A follow-up study by the Ministry of Education, the State television network, and a consortium of NGOs revealed that the series had a very positive impact on students. The Minister of Education has expressed enthusiastic support for continuing the program as an effective means of stabilizing civil society.

THE IFES MISSION

IFES worked with Notre Dame University Center for Policy Advocacy and Strategic Studies and the Philippines Department of Education and Sports to develop a civic education curriculum for adults in the Autonomous Region of Muslim Mindanao. The four-lesson curriculum was designed to help prepare voters for government elections and a plebiscite in the region. IFES' local partner, NDU, held seminars to train teachers in the non-formal education system on how to use the curriculum in their classrooms. The curriculum included lessons on *Understanding Democracy, Society and Government; Rule of Law; Democracy and Elections; and Becoming an Active Citizen through Elections.*

Teaching Civics to Youth

In the summer of 2000, IFES held a ten-day democracy summer camp for student government representatives, students, teachers, and school officials from high schools in *Ukraine*. Students received training in various aspects of advocacy management such as fundraising; organizing committees; determining needs of the student body; setting realistic goals; and cooperating with local businesses and government officials. Students were also encouraged to apply knowledge gained from the workshops to suggest solutions to local community problems. A follow-up study revealed that teachers gained a better appreciation of integrating practical concepts into school curricula and students learned valuable lessons in the importance of self governance.

With support from the Ministry of Education in *Kazakhstan*, IFES wrote and produced a textbook on Civic Education to improve instruction and information on democracy in secondary schools in Kazakhstan. With initial participation from 34 pilot schools, the program grew to encompass more than 100. In Spring 2000, IFES held a two-day teachers' conference in Almaty, Kazakhstan, to evaluate the textbook's success, and conduct a nation-wide academic competition on civic education. Both evoked very positive responses. IFES will continue working with local NGOs, participating schools, and the Department of Education of Kazakhstan to create a standard civic education curriculum in secondary schools across Kazakhstan. The program is also being adapted to *Kyrgyzstan* and *Tajikistan*.

MAYA GOGOLADZE
Civic Education Program Coordinator
IFES Georgia



Philosophical and civic scholarship and a genuine curiosity about the world around her have served Maya Gogoladze well as one of the faces of IFES during numerous training programs and conferences. A member of the IFES Georgia team since 1998, Maya leads a dynamic program entitled "Be an Active Citizen," which seeks to encourage citizens to become more informed and take a more active role in their communities.

Before joining IFES, Maya lectured in the Department of Philosophy at Tbilisi State University and was an Eastern Scholar in the prestigious Civic Education Project funded by the Soros Network. A doctor of philosophy, she published in 1998 the first Georgian translation of Karl Popper's *The Open Universe*.

THE IFES MISSION

IN MEMORY
RICHARD M. SCAMMON
July 17, 1915 - April 27, 2001



Election guru, one-man think tank, a dean of political analysts, reservoir of election knowledge—are words of praise that describe Richard M. Scammon, one of the founders of IFES, who passed away on April 27, 2001, at the age of 85.

Passionately committed to democracy, Scammon embraced the various dimensions of elections. When he was asked why he memorized some apparently unimportant detail, he replied, “Well, I’d just rather know it than not know it.” Scammon believed that data was vital to efficient election administration and meticulously gathered information, often recording the smallest details.

In his travels Scammon scoured the globe for election-related materials including ballots, campaign buttons, press clippings, posters, fliers, and handbills. Much of these accumulated election treasures are now a part of the Richard Scammon Collection generously donated by his wife, Mary and his daughter, Anne, to the F. Clifton White Resource Center.

WINDOW TO THE WORLD OF ELECTIONS AND CIVIC PARTICIPATION: *THE F. CLIFTON WHITE RESOURCE CENTER*

Located at IFES’ headquarters in downtown Washington, D.C., the F. Clifton White Resource Center is dedicated to collecting and disseminating information on elections and citizen participation in democracy worldwide. Based upon the founder’s vision that people would be more likely to participate in democracy if they had faith and confidence in the election process, this library was established in 1989 to assist countries administer quality elections. After eleven years of serving the global community of election officials as well as policymakers, NGOs, and students of politics and election management, the Center has become an essential stop for anyone with an interest in the conduct of contemporary democratic development worldwide.

A Working Archive

The Center comprises a wide-ranging multimedia collection of books, periodicals, briefings, unpublished reports, video and audiocassettes, and CD-ROMs on election studies and democracy building from more than 160 countries. Its catalog includes:

- Election laws
- Legislative systems
- Rule of law
- Civic education
- Civil society
- Voter participation
- Political party statutes
- Election administration
- Political finance reform
- Absentee balloting methods
- Election dispute arbitration

The Center also houses the Richard Scammon collection, a compilation of the late election scholar’s papers, books, and writings. The Center’s holdings also include an extensive print and video collection on voter education, poll-worker training, and other aspects of election management.

Research for Democracy

The Center houses a rich collection of materials for comparative assessments of political processes and democratic development. Visitors to the Center include government staff; international institutions such as the World Bank, United Nations agencies, and the European Community; NGOs; and members of academia. IFES surveys that measure and evaluate democratic development worldwide are also available to the general public.

THE IFES MISSION

Disseminating Knowledge Worldwide

Through its print and electronic publications, the Center offers analysis and commentary on such issues as election administration, civil society, rule of law, and good governance to a worldwide audience of election officials, democracy officers, policy makers, electoral-assistance organizations, and scholars. The Center's publications include:

- *Elections Today*, IFES' flagship publication since 1993. An international quarterly, *Elections Today* covers current election activity and "best practice" experiences in democracy building along with timely topics from the world of elections.
- The IFES *Buyer's Guide* is a unique publication designed specifically to help election procurement officials locate active suppliers of election goods and services.
- *The Administration and Cost of Elections (ACE)* project, managed in cooperation with the International Institute for Democracy and Electoral Assistance and the United Nations Department of Economic and Social Affairs, collates facts and data for election officials. Available through a CD-ROM and www.aceproject.org, ACE offers practical solutions for organizing elections and covers the cost and administrative implications of various electoral management options. CD-ROMs are available in English, French, and Spanish. www.ifes.org/acerussian/index offers a Russian-language version of ACE.
- www.ElectionGuide.org publishes results of past, current, and upcoming elections held all over the world with background information on each country provided by the *Cambridge Factfinder*. The site also contains links to national election commissions and other organizations.

Other online resources include:

- www.ifes.org, IFES' own website, features election news and up-to-date information on IFES' current activities, reports, surveys, and publications, and provides links to other international organizations and associations involved in democracy building.
- IFES' field offices websites contain a wealth of information relating to democratic development in that specific country and region. Current IFES offices that have websites include:
 - IFES Armenia
 - IFES Bosnia & Herzegovina
 - IFES Central Asia
 - IFES Georgia
 - IFES Moldova
 - IFES Paraguay
 - IFES Russia
 - IFES Ukraine



IN MEMORY RICHARD M. SCAMMON continued

But Scammon was more than a mere collector of political memorabilia. To his shrewd, analytical mind, this material was the source for his insight into the electoral process, his mastery of the theory, and his understanding of elections. Naturally Scammon's friend, F. Clifton White, tapped him as a founding member of the IFES Board of Directors, where he faithfully served from 1989 to 1993.

IFES and Scammon were a perfect fit given his pioneering work in promoting democracy. Out of the ashes of World War II, Scammon helped post-war Germany to lay the groundwork for its current electoral system that has made it one of the world's leading democracies. The U.S. Department of State sent him on some of the first election observation missions to countries like the Soviet Union and the Dominican Republic.

Scammon believed in sharing his vast knowledge. Not only did he teach at universities such as Johns Hopkins and George Washington, but he also produced a stream of articles, pamphlets, and books on elections. He was also a popular radio commentator and he served as the guru of NBC News' election coverage for more than two decades. Even a conversation with him was an education. As well-known columnist James J. Kilpatrick once said, "We got more lessons in an hour with Scammon than one is likely to learn in a year of political science."

Scammon was a giant in the field of elections and leaves an important legacy for all who believe in the sanctity of the ballot box and the will of the people.

THE IFES MISSION

MARIO A. HENRIQUEZ
Senior Program Assistant
Americas
IFESWashington



Mario fled war-ravaged El Salvador at age 13 to avoid being forced to fight for the guerrillas or the military. Entering the United States under arduous circumstances made his resolve to build free societies even stronger.

Mario joined IFES' team of democracy practitioners in 1997 while still a college student at George Mason University. He has since worked on several governance projects across Latin America, including initiatives in Mexico, the Dominican Republic, Guyana, and his native El Salvador.

Mario is grateful to IFES for providing him with extraordinary opportunities to interact with national leaders from the Americas. He values IFES as an organization that gives even its relatively junior staff much more responsibility and values their intellectual input into all projects.

Applied Research, Evaluation, and Monitoring

IFES utilizes several scientific research tools to provide vital background, evaluative, and contextual information for the design and evaluation of programs in democratic development. International development agencies, civil-society organizations, academia, local and international media, as well as others groups interested in fostering democratic development around the world actively use the research reports produced by IFES. To date, IFES has conducted 40 surveys and focus-group studies in 20 countries, and is working to incorporate survey work into all of its long-term projects. IFES conducted public opinion research in *Russia, Ukraine, Bangladesh, Kazakhstan, Nigeria, Kosovo, and Uganda*. In some of these cases, IFES' survey work has served to introduce internationally accepted survey methods into countries with little existing public opinion research. International financial institutions, bilateral donors, and public officials in a number of these countries use IFES' findings to fine-tune their assistance and policy priorities.

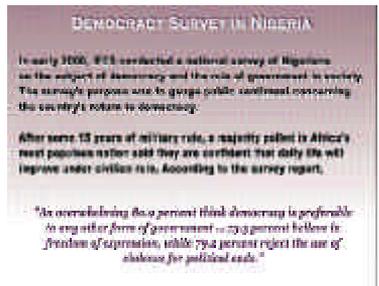


Exhibit on International Elections

IFES was invited to display its substantial collection of election memorabilia from ten different countries including the U.S. in an Exhibit on International Elections at the National Press Club from October 24 - November 17, 2000. Our display included materials from actual elections held in 1999 - 2000 in the *Dominican Republic, Georgia, Indonesia, Mexico, Nigeria, Paraguay, Russia, Senegal, the United States and Yemen*, archived at the Center.

The Exhibit highlighted unique and intriguing aspects of elections worldwide, using the U.S. as a backdrop for comparative analyses of different election processes. From inspirational posters and humorous pamphlets to informative manuals and colorful ballots, the Exhibit presented interesting and factual information on elections worldwide.

CURRENT INITIATIVES

IFES' unique capabilities in the field of democracy have been applied in more than 120 countries since its inception in 1987. For more than a decade, IFES has provided partners the benefit of lessons learned across continents and across political and social systems, following both peaceful transitions and civil conflicts. To meet the increasingly complex demands of developing democracies, IFES continually updates and adapts its own skills to confront new challenges. Following are some of the initiatives IFES has undertaken in the past year.



Collecting Election Resources in the United States

On March 19, 2001, under the auspices of a Steering Committee comprising leading U.S. state and local election officials, IFES embarked on a proposal to collect election resources in the United States (CERUS). CERUS is an initiative designed to compile,

develop, and present critical information concerning U.S. elections in a user-friendly manner to practitioners, scholars, policymakers, and journalists. CERUS materials and services would include:

- Updates on recent electoral problems experienced and current hot issues;
- Compendium of innovative practices (e.g. access for disabled voters or cost saving measures);
- Data on management standards;
- Data on types and procedures of voting equipment (and vendors);
- Demonstrations of voting equipment use; and
- Examples of ballot design and use.

Profiles of jurisdictions will include statistical information on issues such as poll-worker training and pay, languages on ballots, absentee voting standards, etc. CERUS will be made available through a website that will disseminate information to election professionals in the U.S.

ADMIRA DINI
Project Officer
IFES Indonesia



From a spectator to a participant in democracy - Admira credits this pivotal transition to IFES. "By joining IFES, I participated in the entire election process," she explains, referring to her native Indonesia's first democratic elections in over 40 years in 1999. From supporting poll worker training programs to aiding foreign observers' accreditation, Admira was involved firsthand in Indonesia's democratic history.

"I was never ever faced with the need to absorb so many things in such a limited time," says Admira, about the breakneck yet exhilarating schedule of election administration. Between meeting members of Indonesia's National Election Commission and assisting with election logistics in different municipalities in Indonesia, at times warranting 50 phone calls a day, Admira was always on the go.

Punctuality is the norm for this international law graduate and former English trainer. Asked what she likes most about her work, she is modest in responding, "the part that I am able to finish in a timely manner."

CURRENT INITIATIVES

DIDIE HASAN
Media Coordinator
IFES Indonesia



An experienced public communicator, Didie was up for the challenge of coordinating IFES' high profile media and democracy initiatives in Indonesia. From researching distinguished political guests for IFES' weekly talk show Indonesia Baru to coordinating live broadcasts of the Indonesian parliament's proceedings through the TV program SWARA, work is always hands-on for Didie.

"Media is dynamic and exciting, there is never a dull moment," explains Didie. She works with an expanding portfolio that includes programs in voter education, opinion surveys, and public information campaigns coordinated through state-owned and private media.

"True, sometimes you get exhausted, not counting the frustrations. But the satisfaction of doing a good job and contributing to democracy building makes it all worthwhile," says Didie.

IFES, Ltd.

Incorporated in June 2000, IFES, Ltd. shares IFES' mission of providing technical assistance in the promotion of democracy worldwide and to serve as a clearinghouse of information on democratic development and elections. Headquartered in London, IFES, Ltd. offers European development agencies a reliable partner with a proven track record in providing hands-on technical assistance in democracy building. IFES, Ltd. has already implemented a number of key projects. These include voter education design and outreach projects in *Kosovo*; implementation and ongoing direction of an historic project to help *Sierra Leone* build a fair and lasting electoral process; and a major voter education project in *Nigeria*.

Advanced Election Systems

Maintaining its leadership in election processes, IFES is coordinating with standards organizations and the vendor community to develop standards for *Advanced Election Systems (AES)*. Through the Advancement of Structured Information Standards (OASIS), IFES will be working to develop open-architecture standards for election systems using Extensive Mark-up Language (XML), a software development platform that allows for the easy exchange of data across software applications. These XML standards will allow for inter-operability between such systems as voter registration, election balloting and counting, and other data resources. Furthermore, our involvement in XML standard development will assist IFES in developing electronic information resources such as ACE and CERUS, guaranteeing that our constituency will be able to readily access and disseminate information.

Women's Access & Leadership Initiative

In the global democratic movement, too little attention has been paid to gender issues. To help the mission of universal enfranchisement free from discrimination on any basis, IFES has included gender in its programming and the IFES Board has set up a task force on women. IFES programming comprises women's leadership and legislative development training, management, facilitation, and campaigning skill development in addition to applied research, surveys, and focus groups on gender.

CURRENT INITIATIVES

Celebrating Women in Civil Society

In 2000, IFES initiated a four-year program called Citizen's Awareness and Participation in conjunction with the Women's Republican Council (WRC), a leading Armenian NGO dedicated to women's issues. The overall aim of the IFES-WRC cooperation is to empower women by highlighting and promoting the role of women in civil society and public life. Using the International Women's Day celebrated every year on March 8 as a focal point, IFES and the WRC held several public activities and educational events. With public response far exceeding expectations, IFES is working closely with the WRC to expand its International Women's Day programs in future years.

Establishing Baselines in Women's Studies

In 2000, IFES and the United Nations joined Vital Voices - the global democracy initiative of former President Clinton's Interagency Council on Women - to sponsor a unique forum titled "Women's Global Access and Leadership" at the United Nations on the occasion of the fifth anniversary of the Beijing Platform for Action. The occasion also marked the release of IFES' report on Women's Global Access and Leadership. Taking data from five national surveys conducted in Belarus, Indonesia, Ghana, Kazakhstan, and Ukraine, the study found that women with greater levels of education had more access to political and economic information, and were more interested and willing to participate in transition. The Report established a much-needed baseline in empirical research on women's issues to develop practical, culturally sensitive programs.

Promoting Women's Participation in the Political Process

To help address the obstacles to rural women's involvement in the political process, IFES is conducting a civic education campaign in cooperation with an NGO based in Mali, the *Forum Malien d'Appui à la Démocratie et aux Droits Humains* (FOMADDH). This program, in collaboration with USAID/Mali, promotes the experiences of elected women mayors and communal councilors through nationwide radio and television broadcasts. With funding from IFES, FOMADDH will design, produce, and coordinate a nationwide campaign aimed at encouraging women's participation in the political process.

Enfranchising People with Disabilities

People with disabilities constitute at least ten percent of the population of developing nations. Yet they remain a largely invisible faction in publicly-funded programs. Since 1998, IFES has undertaken a series of initiatives to promote the electoral and political enfranchisement of citizens with disabilities.

BRONWEN MORRISON
Senior Program Officer
IFES Washington



Everyone needs a "reality check" once in a while when the pressures of work disconnect one from the world. For Bronwen Morrison, it meant treks to a remote rural village in Paraguay to take a break from running the IFES office in Asunción. The village, where she had learned the Guaraní indigenous language and had traveled to work by oxcart as a Peace Corps volunteer a decade earlier, helped Morrison realize the importance of IFES' civil-society work for all Paraguayans.

One of Bronwen's rewarding moments was as IFES' representative in the development of a groundbreaking anti-corruption effort originally initiated by the World Bank Institute. As a result of these efforts, Paraguayan President Luis Gonzalez Macchi signed a Declaration of Commitment against Corruption with legislative, judicial, and civil society leaders.

Always ready for new challenges, Bronwen is now the Senior Program Officer for Asia at IFES' Washington headquarters. She is bringing her democracy-building credentials to IFES projects in Indonesia, the Philippines, and East Timor.

CURRENT INITIATIVES

CHEDOMIR FLEGO
Project Manager
IFES Kyrgyzstan



Ched traces his commitment to democracy to his experience growing up as an immigrant in Australia. Often faced with issues in social justice and equity, Ched was drawn to professions perpetuating human rights and popular voices in government decision making. Managing elections and democracy programs for the Australian Election Commission (AEC) appeared an attractive career choice for this political science graduate.

Hence began a 25-year career in elections that spanned the gamut of political hotspots—from Cambodia to Kosovo—first with the AEC and the United Nations, and with IFES since 1997. In one of his more challenging projects, Ched recalls the irony of arranging logistics for Liberia's first democratic elections in a domestic airport being used at the same time by Nigerian soldiers in preparation for a "liberation war" against Sierra Leone.

Deploying Citizens with Disabilities as Election Observers

In what was viewed as an unprecedented initiative in the developing world, IFES collaborated with local NGOs in Ghana to train and recruit 77 Ghanaian citizens with disabilities as fully credentialed election observers during the Presidential and Parliamentary elections of December 2000. The purpose of this initiative was to raise public awareness of the capabilities of people with disabilities to assume leadership roles in civic functions; promote electoral access to people with disabilities; foster greater civic participation in the general conduct of elections; and build capacity for local NGOs working in disability issues. Working in conjunction with the Action on Disability and Development Action (ADD) and the Federation of Disability Associations (FODA) in Ghana, IFES identified men and women with mobility, visual, and hearing disabilities and through a two-day seminar, trained them to be election observers. The observers were then deployed in more than 300 polling stations across ten cities in Ghana on Election Day.

In a post-election conference convened by IFES, ADD, and FODA in March 2001 participants assessed the program in the presence of the recruited election observers and representatives of the Ghana Electoral Commission. Observers unanimously acknowledged their increased self-confidence and the newfound respect from their community members as a result of their service as election observers. Encouraged by the results, the Ghana Electoral Commission, ADD, and FODA agreed to establish a seven-person committee to develop recommendations for increasing participation by people with disabilities and promoting more accessible electoral practices in Ghana.

In 2001, IFES provided a subgrant to the Peruvian NGO Aproddis, to recruit, train, and deploy approximately 300 people with disabilities to serve as fully credentialed election observers during Peru's first round of national elections on April 8, 2001. The project enabled Aproddis to establish strong relations with *Transparencia*, a major civil society organization, which led the domestic election observation effort. The subgrant also led to a partnership between Aproddis and ONPE, the central election authority. Aproddis trained poll workers on the electoral rights of citizens with disabilities, and worked with ONPE on public education efforts, including a television PSA, and posters placed at each voting station. With additional funding from IFES, ONPE developed a Braille ballot template to enable voters with visual impairments to vote independently at each polling center in the nation. The election observation effort demonstrated to the public that citizens with disabilities are capable of representing their fellow citizens as election observers and capable of participating in strengthening democracy in Peru.

INDEPENDENT
AUDITORS REPORT

The Board of Directors
International Foundation for Election Systems:

We have audited the accompanying balance sheets of the International Foundation for Election Systems (IFES) as of September 30, 2000 and 1999, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of IFES's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of IFES as of September 30, 2000 and 1999, and its changes in net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Washington, D.C.
December 15, 2000

FINANCIAL STATEMENTS & NOTES

INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS Balance Sheets September 30, 2000 and 1999

Assets	2000	1999
Cash and cash equivalents	\$ 1,762,313	2,074,416
Cash advanced to field offices	629,455	901,314
Investments (note 3)	2,487,582	—
Grants and contracts receivable	22,883	1,222,134
Other receivables	3,830	9,518
Subrecipient advances	235,574	145,116
Travel advances	272,483	244,755
Prepaid expenses and deposits	138,509	173,372
Furniture and equipment, less accumulated depreciation of \$197,776 and \$186,182 respectively	<u>12,126</u>	<u>23,719</u>
	\$ 5,564,755	4,794,344
Liabilities and Net Assets		
Accounts payable	\$ 511,568	643,000
Accrued payroll and leave	382,078	440,198
Other accrued liabilities	274,151	45,598
Deferred revenue	<u>1,764,929</u>	<u>1,278,329</u>
Total liabilities	2,932,726	2,407,125
Total net assets - unrestricted	2,632,029	2,387,219
Commitments and contingencies (notes 4 and 7)	<u>\$ 5,564,755</u>	<u>4,794,344</u>

See accompanying notes to financial statements.

FINANCIAL STATEMENTS & NOTES

INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS Statements of Activities

Years ended September 30, 2000 and 1999

	<u>2000</u>	<u>1999</u>
Revenue:		
Federal awards	\$ 26,346,745	25,143,441
Private grants and non-federal agreements	1,553,432	3,821,198
Investment income (note 3)	119,680	58,405
Other revenue	<u>116,182</u>	<u>37,361</u>
Total Revenue	<u>28,136,039</u>	<u>29,060,405</u>
Expenses (note 5):		
Direct costs:		
Salaries and allowances	4,788,545	4,386,573
Professional services	3,991,457	3,778,767
Travel	3,322,554	3,095,440
Furniture and equipment	218,033	223,814
Commodities	5,749,433	8,519,138
Subrecipients	2,262,227	485,749
Office	1,322,621	1,402,676
Seminars and workshops	739,430	882,847
Other	499,526	417,410
Indirect costs	<u>4,997,403</u>	<u>4,906,585</u>
Total expenses	<u>27,891,229</u>	<u>28,098,999</u>
Change in net assets	244,810	961,406
Net assets, beginning of year	<u>2,387,219</u>	<u>1,425,813</u>
Net assets, end of year	<u>\$ 2,632,029</u>	<u>2,387,219</u>

See accompanying notes to financial statements.

FINANCIAL STATEMENTS & NOTES

INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS Statements of Cash Flows Years ended September 30, 2000 and 1999

	<u>2000</u>	<u>1999</u>
Cash flows from operating activities:		
Change in net assets	\$ 244,810	961,406
Adjustments to reconcile change in net assets to net cash and cash equivalents provided by operating activities:		
Depreciation expense	11,593	11,593
Net gain on investments	(68,566)	—
Decrease (increase) in assets:		
Grants and contracts receivable	1,199,251	(743,286)
Other receivables	5,688	(5,108)
Field office advances	271,859	(314,888)
Subrecipient advances	(90,458)	(128,273)
Travel advances	(27,728)	(19,223)
Prepaid expenses and deposits	34,863	(2,372)
Increase (decrease) in liabilities:		
Accounts payable	(131,432)	154,855
Accrued payroll and leave	(58,120)	10,413
Due to subrecipients	—	(47,606)
Other accrued liabilities	228,553	(4,817)
Deferred revenue	486,600	1,183,755
Net cash and cash equivalents provided by operating activities	<u>2,106,913</u>	<u>1,056,449</u>
Cash flows from investing activities:		
Purchase of investments	(7,759,184)	—
Sales and maturities of investments	5,340,168	—
Equipment purchases	<u>—</u>	<u>(12,020)</u>
Net increase (decrease) in cash and cash equivalents	(312,103)	1,044,429
Cash and cash equivalents at beginning of year	<u>2,074,416</u>	<u>1,029,987</u>
Cash and cash equivalents at end of year	<u>\$ 1,762,313</u>	<u>2,074,416</u>

See accompanying notes to financial statements.

FINANCIAL STATEMENTS & NOTES

Notes to Financial Statements September 30, 2000 and 1999

(1) Background

International Foundation for Election Systems (IFES) was established in 1987 as a nonprofit corporation in the District of Columbia. IFES is dedicated to supporting the promotion of democracy worldwide and serves as a clearinghouse for information about democratic development and elections. IFES provides technical assistance in the areas of voter education, election administration, civil society, governance, rule of law, and political processes.

IFES's activities are primarily supported through grants from U.S. government agencies, private foundations, and private contributions. The majority of the revenues come from federal grants. The U.S. Agency for International Development is the primary grantor and acts as IFES's cognizant agency. In 2000 and 1999, approximately \$26,347,000 and \$25,143,000, respectively, in grant revenue was funded from this agency.

IFES Limited was incorporated on June 5, 2000, as a European not-for-profit in the United Kingdom. The purpose of IFES Limited is to enhance cooperation with European democracy-building institutions and to mobilize resources to better meet host-country partners' needs on the ground. IFES Limited activities are primarily supported through grants from the British Department For International Development (DFID). During the period ended September 30, 2000, IFES Limited had minimal activity, which is not included in these financial statements.

(2) Summary of Significant Accounting Policies

The financial statements of IFES have been prepared on the accrual basis of accounting.

(a) Basis of Presentation

Net assets and revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of IFES and changes therein are classified and reported as follows:

Unrestricted Net Assets - Net assets that are not subject to donor-imposed stipulations.

Temporarily Restricted Net Assets - Net assets subject to donor-imposed stipulations that will be met either by actions of IFES and/or the passage of time.

Permanently Restricted Net Assets - Net assets subject to donor-imposed stipulations that they be maintained permanently by IFES.

IFES had no temporarily or permanently restricted net assets as of September 30, 2000 and 1999.

(b) Cash Equivalents

All highly liquid investments with a maturity at date of purchase of three months or less, except those noted below, are considered to be cash equivalents. Cash equivalents consist of money market funds and discount notes. Amounts held as investments with Riggs Bank with maturities at date of purchase of three months or less and money market funds not used for operations are considered investments. Cash maintained with field offices in foreign countries are not considered cash equivalents in the statements of cash flows.

(c) Investments - Investments are recorded at fair value based on quoted market prices.

FINANCIAL STATEMENTS & NOTES

Notes to Financial Statements (continued)

(d) Revenue Recognition

Revenue is recognized to the extent of allowable expenses and fees for grants and contracts which are considered exchange transactions. Any advances received in excess of expenses are reported as deferred revenue.

Revenue for other grants is recorded as unrestricted revenue as any temporary restrictions are met in the same year the grant is received.

(e) Expenses

Direct costs are those costs that can be specifically identified with a particular final cost objective, i.e., a particular award, project, service, or other direct activity of the organization.

Indirect costs are those costs that have been incurred for common or joint objectives and cannot be readily identified with a particular final cost objective.

(f) Furniture and Equipment

Furniture and equipment for home office use are recorded at cost and depreciated on a straight-line basis over their estimated useful lives of 5 years.

Furniture and equipment purchased for direct use of foreign programs are expensed and charged to the grant under which they were acquired, due to the short-term nature and purpose of the foreign programs. The amounts are generally below the \$5,000 capitalization threshold and the furniture and equipment is generally consumed during the project life and typically remains in-country at the end of the project.

(g) Foreign Currency Translation

Monthly expenses which are incurred by project field site operations in foreign countries are translated using the weighted average exchange rate for the reporting period.

(h) Federal Income Taxes

IFES is recognized as exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and is classified as an organization which is not a private foundation under Section 509(a)(1).

(i) Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates.

(j) Reclassifications

Certain prior year amounts have been reclassified to conform to the current year presentation.

FINANCIAL STATEMENTS & NOTES

Notes to Financial Statements (continued)

(3) Investments

Fair value of investments as of September 30, 2000 are as follows:

	<u>Cost</u>	<u>Fair value</u>
Money market funds	\$ 178,920	178,920
Government collateralized mortgage obligations	<u>2,303,316</u>	<u>2,308,662</u>
Total	<u>\$ 2,482,236</u>	<u>2,487,582</u>

There were no investments held as of September 30, 1999.

Investment income for the year ended September 30, 2000 and 1999 consisted of the following:

	<u>2000</u>	<u>1999</u>
Interest income on cash equivalents	\$ 19,317	58,405
Interest and dividend income on investments	31,797	—
Realized gains on sales of investments	63,220	—
Unrealized gains due to market appreciation	<u>5,346</u>	<u>—</u>
Total investment income	<u>\$ 119,680</u>	<u>58,405</u>

(4) Leases

IFES has noncancelable operating leases for its office space and equipment. In November 1999, IFES amended its lease agreement for its current office space expanding the amount of office space and extending the lease until September 2009. Rental expense for the years ended September 30, 2000 and 1999 attributable to this property was approximately \$549,000 and \$484,000, respectively.

The future minimum lease payments for operating leases are as follows:

Year ending September 30,

2001	\$ 587,259
2002	579,231
2003	575,139
2004	575,139
2005	575,139
2006 and thereafter	<u>2,300,557</u>
	<u>\$ 5,192,464</u>

FINANCIAL STATEMENTS & NOTES

Notes to Financial Statements (continued)

IFES also rents office space at IFES's various project sites for periods of less than one year. Rental expense attributable to project site space for the years ended September 30, 2000 and 1999 was approximately \$445,000 and \$446,000, respectively.

(5) Functional Expenses

IFES's expenses presented by function for the years ended September 30, 2000 and 1999, were as follows:

	<u>2000</u>	<u>1999</u>
Program services:		
Africa and Near East	\$ 5,255,394	6,284,496
Americas	5,981,542	4,075,475
Europe	9,878,464	7,030,423
Asia	3,154,602	7,384,844
Global	<u>868,325</u>	<u>545,561</u>
	25,138,327	25,320,799
Supporting services - management and general	<u>2,752,902</u>	<u>2,778,200</u>
	<u>\$ 27,891,229</u>	<u>28,098,999</u>

(6) Retirement Plan

In June 1997, IFES started a 401(k) plan administered by Transamerica Asset Management. The plan, which is available to all employees, provides that employees may contribute up to \$10,500 annually. Through December 31, 1999, IFES matched 50 percent of the employee's contributions up to 6 percent of the employee's salary. Effective January 1, 2000, IFES matches the employee's contribution based on a graded scale up to 4 percent for the employee's first 6 percent of salary contributed. Benefit expense under this plan for the years ended September 30, 2000 and 1999 was approximately \$121,000 and \$99,000, respectively. IFES may elect to increase or decrease the contribution formula in the future.

(7) Contingencies

IFES receives a significant portion of its revenue from government grants and contracts, all of which are subject to audit by the federal government. The ultimate determination of amounts received under these programs generally is based upon allowable costs reported to and audited by the government. Until such audits have been completed and final settlement reached, there exists a contingency to refund any amounts received in excess of allowable costs. Management is of the opinion that no material liability will result from such audits.

IFES

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International public affairs consultant; Member, Advisory Committee on Association Management for Certificate Program, De Paul University; Co-Chair Asia Committee, Executives' Club of Chicago; Member, Advisory Board National Strategy Forum; Member, Chicago Council on Foreign Relations; Chair, Chicago Committee for American Women for International Understanding; Founding President and Member, U.S. National Committee for UNIFEM; Former Presidential Appointee as U.S. Representative to UN Commission on the Status of Women; Co-Chair Republican National Committee; President, National Federation of Republican Women; Director, Office of International Medicine, American Medical Association.

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The Honorable Leon J. Weil, Secretary

Investment executive and international consultant; former U.S. Ambassador to the Kingdom of Nepal; consultant to a number of international organizations including The United Nations Development Programme and the Financial Services Volunteer Corps; has held positions with the American Stock Exchange, the New York Stock Exchange, and the Securities Industry Association.

Joseph Napolitan, Treasurer

Political consultant; president and CEO of Napolitan Associates; founder of the American Association of Political Consultants and co-founder of the International Association of Political Consultants; author of numerous articles and books on political campaigns; campaign advisor to various candidates both in the U.S. and abroad.

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President, Evans and Black; formerly Senior Vice President, Government Relations for Ticketmaster; former Special Assistant to former President George H.W. Bush for Intergovernmental Affairs and Treasurer of the National Federation of Republican Women; served as Director of Coalitions for the 1992 Bush/Quayle Republican National Convention.

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President, Barbara Boggs Associates Inc.; founding partner, Washington Inc.; founder and director of Columbus Club Venture at Union Station; leader in various civic and community activities.

H.E. Dame Eugenia Charles

Prime Minister of Dominica (1980-1995); honored as Dame of the British Realm by Queen Elizabeth II in 1991. A respected leader in the Caribbean, she has held a variety of positions in the Dominican government including Minister of Finance, Planning, Development, and Foreign Affairs. Admitted to the bar in Antigua, Barbados, and Dominica in 1949, the first Dominican woman to do so.

Judy G. Fernald

Civic leader in education; former chair of the William Patterson College Board of Trustees; former member of the National Advisory Council on Adult Education; current member of the Board of the Rowland Foundation for AQUOLA.

William J. Hybl

President and CEO of the El Pomar Foundation (Colorado Springs, CO); former president of the United States Olympic Committee; member of the International Olympic Committee; former member of the Colorado House of Representatives and Assistant District Attorney of the Fourth Judicial District of Colorado.

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Lesley Israel

Political consultant; former President and CEO of Politics, Inc; former Senior Vice President of the Kamber Group; involved in a number of presidential campaigns including those of Hubert Humphrey, Birch Bayh, Henry Jackson, and Edward Kennedy; active in civic and community organizations including AACP, the Anti-Defamation League, and the Jewish Community Center of Greater Washington.

Peter G. Kelly

Chairman of the law firm of Updike, Kelly and Spellacy (Hartford, CT); Chairman of the Advisory Council of CIS Strategies, a government affairs firm with offices in the U.S. and the former Soviet Union; chairman of Global Public Affairs Alliance; former Treasurer and National Finance Chairman of the Democratic National Committee; a founder and Director of the National Democratic Institute and former Chairman of the Center for Democracy.

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President and founder of Rose & Kindel Public Affairs Advocacy; civic leader in government; former Commissioner of Public Works for the City of Los Angeles; member of the 1984 United States Olympic Committee; founder and member of the board of the International Women's Forum.

Jean-Pierre Kingsley

Chief Electoral Officer of Canada; former Deputy Secretary, Ministry of State for Social Development, Government of Canada; former Deputy Secretary, Treasury Board Secretariat, Government of Canada; former Assistant Deputy Registrar General, Government of Canada; former Executive Director of Charles Camshell Hospital (Edmonton, Alberta) and the Ottawa General Hospital; Canadian Electoral Management Body Member at International IDEA.

R. Scott Pastrick

Senior legislative strategist and managing director, Black Kelly Scruggs & Healey; former staff director to the U.S. House of Representatives Post Office and Census Subcommittee; former Treasurer of the Democratic National Committee; member of various boards and philanthropic organizations including the Development Board of Children's Hospital, and the National Children's Research Center of Washington.

Dr. Michael Pinto-Duschinsky

International consultant for numerous democracy organizations and development institutions, among them International IDEA, the British Know How Fund, the Westminster Foundation, NED, IFES, the Inter-American Development Bank, UNDP, USAID, OECD, the Council of Europe, and the Canadian International Development Agency; author of scholarly books and articles on political and electoral processes; expert on campaign financing.

Sharol W. Siemens

President, Sharol Siemens Special Events; consultant for numerous campaigns and political events; Protocol Director, 1984 United States Olympic Committee Organizing Committee; 1980 Reagan-Bush advance team; writer/interviewer for various television programs.

Robert H. Tuttle

Managing Partner, Tuttle-Click Automotive Group; former Director of Presidential Personnel for former President Ronald Reagan; Presidential appointee to the board of directors of the Woodrow Wilson International Center for Scholars; former member of the California Arts Council; former member of the National Board of Directors of the Boys' Clubs of America.

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London, UK
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