



MAKING DEMOCRACY WORK

A Guide to IFES

ELECTIONS AND POLITICAL PROCESSES
RULE OF LAW
CIVIL SOCIETY
GOOD GOVERNANCE

International Foundation for Election Systems

IFES Mission Statement

THE PURPOSE OF IFES IS TO PROVIDE TECHNICAL ASSISTANCE IN THE PROMOTION OF DEMOCRACY WORLDWIDE AND TO SERVE AS A CLEARINGHOUSE FOR INFORMATION ABOUT DEMOCRATIC DEVELOPMENT AND ELECTIONS.

IFES IS DEDICATED TO THE SUCCESS OF DEMOCRACY THROUGHOUT THE WORLD, BELIEVING THAT IT IS THE PREFERRED FORM OF GOVERNMENT. AT THE SAME TIME, IFES FIRMLY BELIEVES THAT EACH NATION REQUESTING ASSISTANCE MUST TAKE INTO CONSIDERATION ITS UNIQUE SOCIAL, CULTURAL, AND ENVIRONMENTAL INFLUENCES. THE FOUNDATION RECOGNIZES THAT DEMOCRACY IS A DYNAMIC PROCESS WITH NO SINGLE BLUEPRINT.

IFES IS NONPARTISAN, MULTINATIONAL, AND INTERDISCIPLINARY IN ITS APPROACH.

A GUIDE TO IFES

2000-2001

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Dear Colleague,

Thank you for your interest in IFES. As President of the Foundation, it has been my privilege for over a decade to work with thousands of people pursuing democratic initiatives in more than 120 countries worldwide.

Many of you are familiar with IFES' early work in elections. The Foundation has expanded considerably, and we have been able to draw on our traditional strengths and unique skills to offer the same quality assistance in other areas of democratization and good governance. We have been providing effective, targeted programming in rule of law, civil society, good governance, and women's access and leadership with great success, and plan to do much more in these assistance areas. Recently, IFES has been awarded a multi-year grant from USAID for global Rule of Law and Human Rights work; we have forged a unique partnership with the United Nations and the U.S. Department of State in the area of women's access and leadership; and we continue our work with the UNDP in the global promotion of good governance.

IFES remains committed to the needs-based, targeted, technical assistance that has won us the confidence of election authorities, governments, donors, and civil society organizations since 1987. As we grow, we seek to maintain and to strengthen our partnerships with the donors and beneficiaries who share our commitment to democratic reform throughout the world.

If you would like additional information about IFES, please feel free to contact me or the staff listed in the back of this *Guide to IFES*.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard W. Soudriette".

Richard W. Soudriette
President

Introduction

Since its inception, IFES has focused its efforts around the belief that democracy needs constant nurturing in order to thrive. As democratic practices take hold, people demand more responsive and representative leadership. IFES helps political and civic leaders serve and communicate with their constituents to better manage processes of democratic change. IFES' strategy for growth is twofold: first, we serve as a global advocate and assistance provider to make elections and political processes more transparent and efficient. Second, we forge paths into the related assistance areas of rule of law, civil society, and good governance, thereby bolstering representative democracy while creating demand for the democratic systems we support.

As one of the world's premier democracy and governance assistance organizations, IFES provides needs-based, targeted, technical assistance designed and implemented through effective partnerships with donors and beneficiaries. Founded in 1987 as a non-partisan, nonprofit organization, IFES has provided integrated, collaborative solutions in the areas of democratic institution building and participatory governance in over 120 countries worldwide. This *Guide to IFES* is designed to outline IFES' skills and institutional capacity and to serve as a quick reference for donors and other partners interested in accessing IFES' staff, networks, and information resources.

IFES' professional capacity is embodied in our expert staff and senior consultants. IFES' Washington headquarters houses eighty-five employees specializing regionally in Africa, the Americas, Asia, the Middle East, and Europe, as well as functionally in rule of law, civil society, good governance, election administration, applied research, gender issues, public information, technology solutions, and more. IFES' staff offers vast country-specific experience and facility in more than 30 languages. IFES employs an additional 120 people in twenty-six field locations. Led by seasoned professionals, our field offices are in continual contact with one another and with headquarters to exchange up-to-date information and develop the best approaches to meeting democracy-related needs in the field.

IFES' program portfolio has grown over twentyfold in the Foundation's lifetime. Since its founding over a decade ago, the Foundation has secured private capital, international resources, and in-kind contributions for work around the world. International organizations, bilateral donors, corporations, and top-twenty US private foundations have all recognized the impact of IFES' work and innovative approach. Donors appreciate IFES' proven capacity to coordinate assistance efforts on the ground, the experience and discretion of IFES staff in dealing with the most delicate of political situations, and our collaborative approach to programming.

IFES has earned the confidence of election authorities, governments, and non-governmental organizations who have come to count on IFES for the thorough research and analysis that precedes all assistance projects; for the country-specific expertise and sensitivity that IFES offers; and for the integrated services—based on our commitment to provide the most appropriate people, technology, and support from design to implementation of a project—that are unique to IFES.

IFES Assistance Areas

During our twelve-year history, IFES has:

- ✦ Established field offices in over 35 countries;
- ✦ Conducted over 50 Pre-Election Technical Assessments;
- ✦ Carried out Poll Worker Training Programs in over 20 countries;
- ✦ Administered over 75 On-Site Technical Assistance Programs;
- ✦ Managed Election Equipment and Commodities Procurements in over 40 countries;
- ✦ Coordinated over 15 Regional Networking Programs of election officials, donors, and NGO representatives;
- ✦ Directed Voter/Civic Education Programs in over 30 nations;
- ✦ Overseen over 45 Election Observation Programs;
- ✦ Acquired a cadre of over 1,500 Democracy and Governance consultants; and
- ✦ Issued over 215 Publications.

Elections and Political Processes

Competitive elections reflecting the will of the people are integral to a functioning democracy. The importance of elections derives not solely from the election event as an opportunity to choose new representatives and national leaders, but also from the nature of the elections process, in which many of the critical aspects of democracy are displayed and tested. Elections are not merely a necessary condition for democracy; they are a concentrated testing ground for a country's democratic health.

Developing democracies often lack the institutional capacity to support the management of elections, to organize political parties, or to expand citizens' knowledge about electoral and political processes. IFES provides comprehensive assistance to strengthen: (1) election planning and administration, (2) citizen participation, and (3) representative political party participation for a "level playing field."

IFES provides assistance in the following areas:

- ✦ Election law drafting and review
- ✦ Election dispute adjudication
- ✦ Records management
- ✦ Technology management
- ✦ Redistricting
- ✦ Election security
- ✦ Observation
- ✦ Election officials training
- ✦ Election administration
- ✦ Pollworker training
- ✦ Civil/voter registry development
- ✦ Participation of historically disadvantaged groups
- ✦ Public information campaigns
- ✦ Leadership development

Ukraine • Legal and Judicial Reform

IFES' legal team served as Official Outside Counsel to the Parliamentary Committee on Law Policy and Legal and Judicial Reform. IFES played a significant role in drafting Ukraine's new constitution, election law, Law on the Constitutional Court, and other legislation related to legal reform in Ukraine, and provided advice on draft laws on public associations, political parties, and presidential and local elections.

IFES collaborated with the World Congress of Ukrainian Lawyers to conduct a seminar entitled NGO Development Through Legal Reform. The seminar provided an important exchange of views among legislators, government officials, academics, and NGO representatives regarding the future of NGO activities based upon the new Constitution and the laws and court system which will support these activities, specifically the current Law on Public Associations.

Rule of Law

Every person deserves the opportunity to live under the rule of law, to understand the country's legal system, and to enjoy the equitable application and enforcement of all laws. The rule of law guarantees society's basic freedoms and the growth and sustainability of democracy itself.

A legal framework provides the structure within which democratic societies may successfully pursue economic growth, environmental health, and social goals while protecting individual rights. To strengthen the rule of law and human rights, IFES promotes the growth and sustainability of legal and judicial systems and processes that foster procedural fairness, respect for human rights, commitment to legal equality, and democratic principles.

IFES has over a decade of experience in election law and constitutional reform. We have expanded our capacity to provide assistance in the following areas:

- ◆ Strengthening justice sector institutions
- ◆ Access to justice
- ◆ Law reform
- ◆ Legal research and analysis
- ◆ Human rights protections
- ◆ Judicial education

Technical assistance in legal reform has been provided in Albania, Armenia, Bangladesh, Bosnia and Herzegovina, Cambodia, Democratic Republic of Congo, Indonesia, Macedonia, Moldova, Morocco, the Philippines, Slovakia, Ukraine, and is in the planning stage for Cuba.

Democratic Republic of Congo • The Great Lakes Justice Initiative

IFES is implementing a two-year project in the Democratic Republic of the Congo (DRC) entitled "Strengthening National and Local Judicial Systems and Promoting Reconciliation Processes in DRC." IFES has facilitated the creation of a Rapid Response Legal Committee to reinforce civil society's capacity to respond quickly and effectively to government generated legal proposals and decrees as well as to generate original proposals to present to the government and the population. The committee has worked on issues related to election laws, nationality laws, NGO legal status, and a constitution.

IFES also supported a weeklong workshop in Nairobi that brought together civil society leaders from the DRC, Rwanda, and Burundi to develop strategies for promoting the rule of law in the Great Lakes region. The participants issued a joint declaration calling on their respective governments to apply the Lusaka Accord, immediately cease hostilities, and institute the rule of law and democracy. They also developed a work plan for the future and created a nine-person group charged with implementing the plan.

IFES Assistance Areas

Ghana • Civil Society Strengthening

Since 1998, IFES has implemented the Enhancing Civil Society Effectiveness at the Local Level (ECSELL) project to support Ghana's democratic consolidation. ECSELL strengthens Ghana's civil society by enhancing the capacity of its organizations to solve local problems, resolve local issues, and engage in the policy making process. The project helps build autonomous centers of social and economic power that promote accountable and participatory governance in order to sustain democratic reform in Ghana.

Through project ECSELL, IFES awards grants to joint civic-government boards to support the effort of local government and civil society organizations to jointly resolve disputes. IFES in Ghana also trains District Assembly officials and other local civic leaders to impart the requisite skills needed to implement the subgrants. The project targets a total of nearly one-third of Ghana's 110 districts and has reached local government leaders and civil society organizations in all ten regions of Ghana.

Civil Society

The strength of a democratic state depends not only on a democratically elected government, but also on the inclusiveness of its electorate, the degree to which its citizens are aware of their rights and responsibilities in society, and the extent of their active participation in political life. IFES works to heighten awareness of the importance of broad participation in all political processes.

IFES' programs strengthen civil society by reducing the communications gap and other barriers between the government and the citizenry. IFES accomplishes this vital step by linking its signature methodologies in advocacy training, public information, and civic education to help civil society organizations and individuals enhance their ability to initiate and to participate in the democratic reform process. IFES works with civil society organizations to build skills in the areas of improving electoral processes; increasing adherence to the constitution, including both reforming and popularizing constitutions; managing decentralization; and promoting interaction among the legislative, executive, and judicial branches.

IFES' civil society work draws upon our skills in the following areas:

- ◆ Institutional capacity building
- ◆ Networking
- ◆ Independent media
- ◆ Sectoral support
- ◆ Advocacy
- ◆ Civil society organization development and management
- ◆ Participation of historically disadvantaged groups
- ◆ Women's access and leadership
- ◆ Monitoring and evaluation
- ◆ Grant management

IFES has conducted civil society programming on five continents, including work in Bosnia-Herzegovina, El Salvador, Estonia, Ghana, Haiti, Indonesia, Paraguay, Peru, Romania, Russia, South Africa, Ukraine, Venezuela, and West Bank/Gaza.

The Philippines • House Modernization Project

At the request of the Philippine House of Representatives (HOR), IFES designed an assessment of the technical needs of the HOR for its modernization project. IFES addressed the House's need to update and modernize its information technology systems in order to improve overall efficiency and effectiveness, including information accessibility for administrative, legislative, and operational issues. IFES' comprehensive technical assessment provided information, recommendations, and alternative solutions for this purpose. Beyond the assessment of information technology needs, IFES assisted with an audit of the existing resources available to the House, and provided recommendations for updating its computer capability.

Good Governance

Good governance reflects a system in which governments and their constituents are satisfied with the efficiency, transparency, and responsiveness of public institutions. Such an arrangement provides a framework for the pursuit of mutually beneficial social, political, economic, and cultural objectives.

When the last ballot has been counted and the Parliament is ready for its inaugural session, the business of maintaining the transparency and legitimacy of new and established public institutions becomes predominant. Since its founding, IFES has conducted post-election work to create and maintain dialogue among governing coalitions, government and opposition groups or individuals, civilians and the military establishment, and within key governing structures.

Current good governance projects are driven by ground-breaking research such as IFES' recent discussion paper, *Election Management Bodies as Institutions of Governance* written under the auspices of the United Nations Development Program. The Foundation also works through regional associations of election officials, supported by IFES, to compare and exchange information and lessons learned about improved governance and institutional reform.

Areas of expertise include:

- ◆ Decentralization and participatory government
- ◆ Women's access and leadership
- ◆ Post-election institution building
- ◆ Access for people with disabilities
- ◆ Governmental integrity
- ◆ Public administration
- ◆ Legislative strengthening
- ◆ Access for national minorities
- ◆ Records management

Election Management Bodies as Institutions of Governance

At the request of and with funding from the United Nations Development Program (UNDP), IFES undertook the first-ever global investigation of the merits of permanent, independent election management bodies in the context of good governance. Using case studies and best practice examples together with interviews and academic research, the paper, authored by internationally acclaimed political scientist and election administration expert Dr. Rafael Lopez-Pintor, has served as the springboard for increased attention to and professionalization of the field of election management worldwide. This document has been published by the UNDP as part of its Discussion Paper series on good governance. Information can be found on the Internet at <http://magnet.undp.org>

IFES Skills

IFES' unique capabilities can be adapted to virtually all country-specific situations worldwide. The skills outlined below reflect over a decade of work, providing our partners the benefit of lessons learned across continents and across political and social systems, following both peaceful transitions and turbulent civil conflict. To meet the increasingly complex demands from developing democracies, IFES continually updates and adapts its own skills to confront new challenges.

Kosovo • Rapid Response Assistance

In April of 1999, at the request of the Secretariat of the Organization for Security and Cooperation in Europe (OSCE), IFES deployed personnel to Vienna to design the democracy and governance aspects of a mission to the Province of Kosovo. Within three weeks, the OSCE mandated the Mission's deployment to the Province, with responsibility to conduct elections, reestablish elements of public administration and assist in the civil and voter registration of the population, implementing IFES' planning, and requesting sixteen to twenty additional technical personnel over the next year leading up to municipal elections. Critical elements of the original IFES technical and operational plans, including organization and digitalization of original documents, flexible options of eligibility verification, and the use of fingerprint imaging to prevent fraud became pillars of the program implemented by the OSCE and UN Missions.

Democracy and Governance Assessment

Democracy and governance needs assessments are conducted to gauge the overall political environment in a country and to determine the types of assistance needed by civil society organizations, electoral authorities, legislative bodies, political parties, and others faced with creating a legal framework and stable environment for sustainable democracy. Recommendations by assessment teams include both immediate strategies for action and long-term, sustainable solutions.

IFES' network of experts assesses conditions and needs in potential program countries. In those countries where IFES has not worked previously, assessments are designed either to investigate the entire spectrum of democracy and governance activities or are focused on a specific area such as women's participation, access to media, or the use of technology by an election commission.

Rapid Response Assistance

IFES is prepared for the unexpected. We move quickly when an unforeseen or changing political situation calls for democratic assistance activity. Rapid response programming responds to civil society, election authority, government, or other stakeholder needs in a fast-changing political situation such as Indonesia, Kosovo, Nigeria, or Cuba. IFES monitors and regularly consults with think tanks, the world's foremost leaders of government, political parties, and civic groups to identify rapidly changing political situations in which quickly dispatched democratic development assistance could be effectively utilized.

On-Site Technical Assistance

Due in large part to the strength of our professional and administrative staff in Washington and in our twenty-five field offices, as well as the Foundation's in-depth collections of data from the field, IFES is able to offer timely, specialized, and innovative assistance to groups all over the world. Unlike many organizations that depend on *ad hoc* consulting personnel to carry out projects, IFES maintains a field presence in all parts of the world and calls upon our network of

CNN/IFES Election Watch

In partnership with CNN, IFES provides up-to-date information on nearly 100 recent and upcoming elections. Election Watch pages contain information on what is at stake in each election, participating candidates and political parties, and other election-related facts. The site has recently been redesigned to improve user navigation. Election Watch is accessible on the World Wide Web at www.cnn.com/WORLD/election.watch.

staff and affiliated experts to fulfill virtually any need that arises in democracy and governance. IFES' global presence allows us to identify increasingly complex needs and provide solutions, drawing on extensive experience and using innovative approaches.

Knowledge Management

IFES synthesizes vast amounts of information to be disseminated to election commissions, political parties, civic organizations, legislatures, and others. Based in the F. Clifton White Democracy Resource Center, IFES' effort is designed to develop several types of materials: (1) multi-purpose training materials; (2) "lessons learned" documents; and (3) sample materials for political parties, civil society organizations, and election administrators around the world. These efforts build capacity among governments, legislatures, election administrators, party leaders, and civic organizers. Ongoing efforts to format materials for on-line access will expand our audience for these materials, allowing users to request or directly view and download sample materials, providing for cost-effective adaptation and wide dissemination.

The ACE Website and CD-ROM

The Administration and Cost of Elections (ACE) Project was created in partnership with the United Nations Department of Economic and Social Affairs (UNDESA) and International IDEA. It is available via an Internet Website (www.aceproject.org) and on CD-ROM. Professional election specialists and writers around the world have collaborated in a unique effort to produce user-friendly information on the options, detailed procedures, administrative implications and cost factors associated with organizing elections. The nine main topic areas are: Electoral Systems; Legislative Framework; Electoral Management; Boundary Delimitation; Voter Registration; Voter Education; Parties & Candidates; Voting Operations; and Vote Counting. Sample materials such as forms and manuals as well as country case studies on innovations and cost-effective strategies are featured. The ACE information resource is a set of living documents. Users communicate their comments or suggestions to the editors. For those without Internet access or CD-ROM, faxback services tailored to the needs of the information-seeker will be available. ACE electronic publications are currently available in English and French on the Internet Website with translations in Spanish and Russian underway.

IFES Skills *(continued)*

Applied Research, Evaluation, and Monitoring

IFES' applied research capabilities afford the Foundation the unique ability to produce exhaustive, reliable, and relevant information for use in the design and evaluation of programs in democratic development. IFES utilizes several different social scientific research tools to provide vital background, evaluative, and contextual information to program staff, international development agencies, local civil society organizations, academics, local and international media, as well as others interested in fostering democratic development around the world.

To date, IFES has carried out twenty-four surveys and four focus group studies, and is working to incorporate survey work into all of its long-term projects. IFES opinion research projects, both surveys and focus groups, support project results by establishing benchmarks for project progress. Opinion research data is an important tool in designing, implementing, and managing projects as well. Data from this research not only provides ongoing targets for program results, but can also reduce program design time and strengthen needs assessments. Given IFES' capability to sort data according to issue-specific criteria (i.e. gender, age, civil-military relations, etc.), the information gathered is applicable to varying programmatic needs.

Periodic monitoring and evaluation through the creation and refinement of results and indicators is an important part of IFES' strategy. Qualified staff and consultants can make periodic field visits to participating countries first to draft indicators with partner/donor input, and then to refine and track them in coordination with the baseline and tracking surveys. This way, projects are kept on track, and managers are able to adjust programming or planning accordingly.

Kazakhstan • Survey Research

IFES conducted a survey in 1995 which revealed that non-governmental organizations (NGOs) in Kazakhstan had to do a better job publicizing their activities and using outreach strategies to form linkages with other NGOs and the public at large. In response to the findings, IFES organized a series of seminars for NGOs across Kazakhstan to stress outreach activities and to discuss the role of NGOs in a democratic society. Representatives of the NGOs, media, and local governments learned valuable lessons in organization and forming strategic partnerships, a development conducive to the fostering of civil society in Kazakhstan.

Gender-based Data Analysis

As part of its research agenda the Foundation conducts national opinion surveys worldwide, all of which can be disaggregated by gender. In an initiative carried out in conjunction with the UN's Beijing Plus Five Special Session entitled *Women 2000: Gender Equality, Development and Peace for the Twenty-first Century*, IFES presented its survey data from five countries providing a comparative analysis of trends in women's access and leadership worldwide. IFES' data illustrates gender-specific attitudes and opinions regarding the political, social and economic institutions, decision-making structures and other issues on a local, regional, and national level. A full copy of this survey will be accessible through the general IFES internet site or at www.womenindemocracy.org.

Women's Access and Leadership

IFES works to promote the education and enfranchisement of citizens in a democracy. Globally, IFES has stressed its commitment to gender-specific issues, particularly women's participation in civic life and their access to social, economic, and political leadership positions. IFES, in its quest for universal enfranchisement free from discrimination on any basis, has long supported the right of every citizen, regardless of gender, to access governing institutions, to a voice in the creation and implementation of laws and policies, and to a place at the table as a key decision maker.

IFES' Women's Access and Leadership Initiative, building on the Foundation's traditional strengths demonstrated in other assistance areas, is designed to expand the effective reach of gender-sensitive programming.

Qatar • Women Candidate Training for the 1999 Municipal Elections

In 1998, IFES worked with Qatar's Women's Preparatory Committee, a committee of leading Qatari women, to empower women for the 1999 municipal election. This election was Qatar's first, and also the first among the Gulf Cooperation Council countries in which women could participate as voters and as candidates. IFES conducted a week-long, intensive training program for female candidates, their campaign staffs, and other interested Qatari women. IFES designed detailed Arabic language materials to accompany the training. Although none of the six women candidates was elected, their candidacies were an important step forward for Qatar and for the Gulf region. The IFES training materials have been requested by women's organizations in neighboring Gulf countries.

Areas of concentration include:

- ‡ Women's leadership training
- ‡ Campaign techniques
- ‡ Legislative development
- ‡ Facilitation
- ‡ Management skills
- ‡ Gender-sensitive applied research

Ukraine • Review of Anti-Trafficking in Women Initiative

In conjunction with the USAID Anti-Trafficking in Women Initiative in the Ukraine, an IFES legal specialist reviewed the mission's anti-trafficking strategy and recommended necessary changes. IFES also provided an analysis of the overall legal situation and designed an outreach program to increase citizen awareness of anti-trafficking laws, intended to deter violence against women. IFES examined what problems exist vis-à-vis effective penalties for traffickers and protection for victims, and assessed the mission's existing rule of law strategy. Upon completion of the assessment, IFES designed a legal outreach program detailing achievable results, required activities, the necessary manpower, and the funding and time parameters for implementation.

IFES Skills (continued)

Regional Networking

IFES specializes in supporting organic networks of local expertise through its regional associations of election and civil society organization officials. IFES has assisted in the formation and development of these regional associations as part of its efforts to enhance the international exchange of knowledge and information. IFES' Associations and Networks Initiative provides election authorities, political parties, and civil society organizations with a vehicle for professional development, technical training, information resources, and exchange of experiences while promoting professional standards in the administration and supervision of elections.

Association of African Election Authorities (AAEA)

The Association of African Election Authorities (AAEA) is a membership organization dedicated to the professionalization of election administration through information exchange and regional networking among African nations. The Association was conceived at the Colloquium of African Election Authorities held in Victoria Falls, Zimbabwe in November 1994 and since then has developed into an Association with sixteen full members and six associate members. Member countries include: Benin, Burkina Faso, Central African Republic, Gabon, Gambia, Ghana, Guinea, Kenya, Lesotho, Liberia, Mali, Nigeria, Senegal, Togo, Uganda, and Zimbabwe. IFES has worked with AAEA leaders supporting regional elections, recruiting new members, developing informative newsletters, and planning on-going conferences and discussions. More detailed information about the AAEA can be found on the internet at www.ifes.org/afrassoc/

Association of Asian Election Authorities (AAEA)

AAEA, with twelve member nations, was formally established on February 10, 1998, at its inaugural conference in Manila, Philippines. Conference participants agreed that the AAEA would work to promote and institutionalize open and transparent elections, independent election authorities, professional election administration, citizen participation in the electoral and civic process, information sharing, and would develop information resources. The interim Secretariat has been exploring approaches for compiling, reproducing, and distributing an Asian Election Law Compendium. IFES has also assisted the Secretariat in establishing electronic communication mechanisms, such as an electronic-mail list-serv, which will enhance communication. Current membership of the AAEA includes: India, Kazakhstan, Kyrgyzstan, Tajikistan, Mongolia, Nepal, Pakistan, Papua New Guinea, Sri Lanka, and Taiwan ROC. The internet address for the AAEA is: www.ifes.org/AsiaAssocSite/index.htm

Association of Caribbean Electoral Organizations (ACEO)

The Founding General Assembly of the ACEO, held March 30 - April 1, 1998, in San Juan, Puerto Rico, brought together electoral authorities from around the Caribbean. The 17 founding members are Antigua and Barbuda, Barbados, Belize, the British Virgin Islands, Cayman Islands, Grenada, Guyana, Haiti, Jamaica, Montserrat, Puerto Rico, St. Kitts and Nevis, St. Lucia, Suriname, Trinidad and Tobago, Turks and Caicos, and the US Virgin Islands. To date, 19 electoral organizations have joined the Association. With IFES assistance, the Association has recently published the first ACEO newsletter, *The ACEO Report*. It is the only publication available to Caribbean electoral officials with timely regional electoral news and dates, as well as creative ideas to promote the exchange of information among ACEO members. For more detailed information, please visit the ACEO on the web at: www.ifes.org/caribbean/index.htm

Association of Central and Eastern European Election Officials (ACEEEO)

In August 1991, senior election officials, civic education leaders, academics, government leaders, and representatives from a number of organizations involved in the promotion of democracy gathered in Budapest, Hungary for the Central European Electoral Systems Symposium. ACEEEO was formally chartered at the inaugural meeting in November 1991; its main objectives are to facilitate an annual gathering of regional election officials and to advance communications, training and development, and professional relationships between Association members and observers. The Association also voted to establish an election documentation center in Budapest designed to provide information to all Association members in such areas as electoral law, constitutions, electoral systems, election results, and general election administration. The ACEEEO has met nearly every year since its inception, hosting more than 140 representatives from 21 Central and Eastern European, and Central Asian countries. Member countries include: Albania, Armenia, Belarus, Bosnia-Herzegovina, Croatia, Georgia, Hungary, Lithuania, Latvia, Moldova, Poland, Romania, Russia, Slovakia, and Ukraine. The ACEEEO can be accessed on the internet at www.aceeoo.com

Subgranting

IFES' subgranting experience ranges from small subgrants (\$300-\$5,000) to fledgling civil society organizations, to managing half-million dollar subgrants for well-known organizations such as the Carter Center, the National Democratic Institute for International Affairs, and the International Republican Institute. IFES has developed a proprietary system, from model requests for proposals to sample contracts and reporting forms for use by in-country partners. IFES staff is trained to provide the administrative support that large subgrant programs require while providing training and skills transfer to local-hire and subgrantee staff in line with IFES headquarters financial systems and personnel.

Subgranting in Panama

IFES awarded a sub-grant to the Panamanian NGO, *La Fundacion para el Desarrollo de la Libertad Ciudadana*, to organize a series of fora aimed at assisting community-based organizations and local citizens to achieve their legitimate role in the public policy-making process. The timing of this project was to precede the transfer of control of the Panama Canal from the U.S. back to Panama. NGO strengthening will help the management of the Panama Canal and its adjoining properties, and the sustainable management of the Panama Canal Watershed. Furthermore, *La Fundacion*, as an established IFES partner, provides a mechanism through which IFES will conduct future projects.

IFES' Funding Mechanisms

IFES expertise and programming can be accessed through a variety of funding mechanisms. IFES has conducted successful and cost-effective programming with US Government funds, including those from the Department of State and the Agency for International Development (Economic Support Funds (ESF), Development Assistance funds (DA), and others). IFES is able to implement programs through contracts, cooperative agreements, grants, and purchase orders, all of which have proven flexible and successful mechanisms for IFES programming.

IFES' partnership with the United Nations has taken the form of fixed price contracts with the UN Office of Project Services, contracts with country offices, grants from individual funds, and project-specific cost-sharing arrangements. IFES has also cooperated directly with the Organization for Security and Cooperation in Europe (OSCE), providing key personnel and technical election assistance. Similarly, bilateral donors from around the world including the Japanese International Cooperation Agency (JICA), the Canadian International Development Agency (CIDA), the British Department for International Development (DFID), and the Dutch and Swedish Governments, among others, have all found IFES to be a reliable, effective partner on the ground in all parts of the world.

United States Agency for International Development (USAID) Funding Mechanisms

• Contracts •

Contracts are applicable when the objective of an activity is the acquisition of services or property for the direct benefit/use of the federal government. An Indefinite Quantity Contract (IQC) is typically used for short-to-medium term projects.

IFES is the Prime holder of the Elections and Political Processes IQC, and is a partner in the General Democracy and Governance Analytical, Support, and Implementation Services IQC, the Decentralization, Participatory Government and Public Management IQC and the Support Which Implements Fast Transition (SWIFT) IQC.

Elections and Political Processes IQC

Background

In December 1999, building on its twelve years of experience of cutting edge programming in elections and political processes, IFES signed a five- year contract with the USAID Center for Democracy and Governance. Under this agreement, IFES has collaborated with The Carter Center as a sub-contractor. This relationship formalizes more than a decade of partnership and parallel programming between IFES and The Carter Center.

As the sole holder of the first Elections and Political Processes IQC (1996-1999) IFES is uniquely qualified to continue to provide needs-based, targeted, technical assistance to developing and established democracies to strengthen: 1) election planning and administration, 2) citizen participation, and 3) representative political party participation for a

The purpose of the Elections and Political Processes Program is to support the process by which citizens choose/elect their leaders and participate in *all* levels of political decision-making, particularly within emerging democracies.

“level playing field.” Under the first Elections and Political Processes IQC, IFES carried out over \$15 million in democracy and governance programming under individual delivery orders ranging in size from \$40,000 to \$4 million, and from 2 weeks to 18 months. Democratic institutions worldwide have benefited from this flexible Global Bureau mechanism.

Effective Dates:

USAID Bureaus and Missions can access the Elections and Political Processes IQC until December 2004.

Accessing the Elections and Political Processes IQC

All USAID/Washington Office of Procurement (M/OP) operating branches and all USAID overseas contracting offices serve as authorized ordering offices for IQC task orders. IFES/Washington responds immediately to task orders issued by warranted USAID Contracting Officers.

Scope of Work

The scope of work under the current contract includes:

- Effective Election Administration
 - ◆ Pre-election assessments
 - ◆ Electoral administration
- Representative Political Parties
 - ◆ Political party development
 - ◆ Post-election institution building
- Citizen Participation in Political Processes
 - ◆ Election monitoring
 - ◆ Voter and civic education
 - ◆ Political empowerment of historically disadvantaged groups
 - technical leadership
 - ◆ Research, development, and dissemination of materials

IFES’ diverse work under the 1996-1999 IQC includes:

- ◆ Strengthening Electoral Administration (Bosnia-Herzegovina, Cambodia, El Salvador, Nicaragua, the Philippines, and Senegal)
- ◆ Election and Political Processes Assessments (Kenya, The Gambia, and Serbia)
- ◆ Promotion of Legal Reform (Cambodia and the Philippines)
- ◆ Voter and Civic Education (Bosnia-Herzegovina, El Salvador, the Philippines, and Serbia)
- ◆ Civil Society Strengthening and NGO Subgranting (El Salvador)
- ◆ Application of Information Technology (Bosnia-Herzegovina and the Philippines)
- ◆ Training (Senegal, Nicaragua, and Serbia),
- ◆ Democracy and Governance Survey and Focus Group Research (El Salvador and the Philippines).

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IFES' Funding Mechanisms *(continued)*

General Democracy & Governance Analytical, Support, and Implementation Services IQC

Background

IFES serves as a subcontractor to Management Systems International, LLC (MSI) to a recently awarded USAID General Democracy and Governance Analytical, Support, and Implementation Services IQC.

Effective Dates

USAID Bureaus and Missions can access the General Democracy and Governance Analytical, Support, and Implementation Services IQC until September 2004.

Accessing the General Democracy and Governance Analytical Support and Implementation Services IQC

All USAID/Washington Office of Procurement (M/OP) operating branches and all USAID overseas contracting offices serve as authorized ordering offices for IQC task orders. MSI and IFES/Washington will respond immediately to task orders issued through MSI by warranted USAID Contracting Officers.

Scope of Work

This IQC is divided into three functional areas:

- ◆ Core analytical services: general and sectoral assessments, generic strategy development, generic management for results, generic designs, generic evaluations, and results reporting.
- ◆ Complementary core support services: information management and dissemination, USAID training and networking, and research and special studies.
- ◆ Implementation services: institutional development, commodity procurement, and program implementation.

Decentralization, Participatory Government and Public Management IQC

Background

IFES serves as a subcontractor to the Research Triangle Institute (RTI) for a recently awarded USAID Decentralization, Participatory Government and Public Management IQC.

Effective Dates

USAID Bureaus and Missions can access the Decentralization, Participatory Government and Public Management IQC until 2005.

Accessing the Decentralization, Participatory Government and Public Management IQC

All USAID/Washington Office of Procurement (M/OP) operating branches and all USAID overseas contracting offices serve as authorized ordering offices for IQC task orders. RTI and IFES/Washington will respond immediately to task orders issued through RTI by warranted USAID Contracting Officers.

Scope of Work

This IQC is divided into two functional areas:

- ◆ Decentralization and Participatory Government: increase participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both state and non-state actors, increase the capacity of local government authorities to meet public responsibilities, increase local participation in government decision-making, and assist local governments to serve as a counterweight to central state authorities and to participate in policy-making at the regional and national levels.
- ◆ Public Management and Administration: increase the capacity and performance of all levels of government and of NGOs to execute functions related to the management of public goods and services, public safety, and economic and social reform.

Support Which Implements Fast Transition (SWIFT) IQC

Background

USAID's Office of Transition Initiatives (OTI), has awarded the five-year Support Which Implements Fast Transition (SWIFT) IQC to provide technical assistance to OTI field offices with the ability to implement timely, tangible, and targeted Political Transition Grants (PTGs) and to facilitate start-up operations in OTI field offices.

IFES is currently a subcontractor under RONCO Consulting Corporation to enhance OTI's quick-response capacity and field management by making itself available on short notice to perform worldwide programmatic and administrative activities.

Effective Dates

USAID Missions and Bureaus can access the SWIFT IQC through September 2003.

Accessing the SWIFT IQC

All USAID/Washington Office of Procurement (M/OP) operating branches and all USAID overseas contracting offices serve as authorized ordering offices for IQC task orders. RONCO and IFES/Washington will respond immediately to task orders issued through RONCO by warranted USAID Contracting Officers.

IFES' Funding Mechanisms *(continued)*

Scope of Work

Activities may include efforts to promote reconciliation, advance a return to economic and social normalcy, and strengthen the system of law and order through such initiatives as revitalizing and/or creating political and social processes and institutions, demobilizing and reintegrating ex-combatants and dislocated populations, and improving communications.

• Cooperative Agreements •

Cooperative agreements are assistance instruments which are used when the principal purpose is to transfer funds to the recipient who will then carry out a support program.

Cooperative agreements:

- *serve as a cost-reimbursement mechanism for assistance to USAID Missions or Bureaus;*
- *are used to support, strengthen, or expand an existing program or to design a new one;*
- *are typically for medium- to long-term projects; are awarded for projects of any duration.*

IFES currently holds two global cooperative agreements: the Consortium for Elections and Political Processes Strengthening (CEPPS) agreement and the Global Rule of Law and Human Rights agreement.

Consortium for Elections and Political Processes Strengthening (CEPPS) Agreement

Background

IFES is a member of the Consortium for Elections and Political Processes (CEPPS), which allows IFES to carry out cost-effective global and regional programming to respond to new challenges in strengthening electoral and political processes.

The USAID Center for Democracy and Governance (D/G Center) awarded the first cooperative agreement for elections and political processes work to the Consortium for Elections and Political Processes (CEPPS) in September 1995. The Consortium, composed of IFES, the International Republican Institute, and the National Democratic Institute for International Affairs, is uniquely qualified to strengthen electoral and political processes around the world. The base has grown to over \$57 million since the original award was made, and was raised to an \$82 million ceiling in FY2000.

The Consortium members are leaders in designing and implementing pre-election assessments, on-site assistance to election administrators, political party development programs, post-election legislative training activities, voter and civic education projects, domestic monitoring, and international observation activities. In the process of this extensive programming, each member has compiled a unique collection of electoral and political information and analysis.

Effective Dates

The current agreement can be accessed through December 31, 2001.

Accessing the CEPPS Cooperative Agreement

The CEPPS cooperative agreement offers USAID Missions and Bureaus a vehicle for ESF or DA add-on funding to pursue fulfillment of democracy objectives. The Mission initiates an add-on project description through USAID/ Washington Democracy and Governance Center (G/DG), who forwards it to all three CEPPS partners. CEPPS program staff determine how best to respond to the statement of need by either designating one lead organization or designing a combined partner approach. The Executive Project Council (EPC), composed of the three member presidents, sign-off on the project proposal and budget which is submitted to the mission and to the USAID project officer at the G/DG Center for final approval, upon which program activities can commence.

Scope of Work

IFES responds to needs in the following five core activity areas:

- ◆ Pre-election assessments
- ◆ Rapid response assistance
- ◆ Regional and inter-regional networking
- ◆ Development and dissemination of resource materials
- ◆ Evaluative mechanisms

The Consortium has conducted nearly 200 electoral and political process programs in 50 countries and is continually responding to new demands for democratic initiative assistance. Throughout the lifetime of CEPPS, IFES has managed over \$18 million of funding.

Some examples of IFES' diverse work under the CEPPS cooperative agreement include:

- ◆ Supporting the Transition to Democracy (the Democratic Republic of Congo and Nigeria)
- ◆ Electoral Reform (Indonesia)
- ◆ Election Observations (Albania, Benin, Cameroon, Honduras, Mexico, Mozambique, Nigeria, Panama, Paraguay, Thailand, and Uganda)
- ◆ Voter Registration (Kosovo)
- ◆ Electoral Assistance (Haiti)

IFES' Funding Mechanisms *(continued)*

Global Rule of Law and Human Rights Cooperative Agreement

Background

IFES serves as the prime holder of this five-year Cooperative Agreement and works with its subgrantee, the International Human Rights Law Group, and regional partners, to carry out assistance activities throughout the world. This agreement is a Leader with Associates award; it can be accessed as described below. Thus far, the agreement has received over \$7 million in associate awards and additions to the leader awards.

Effective Dates

This cooperative agreement operates from March 1999 through March 2004.

Accessing the Global Rule of Law and Human Rights Cooperative Agreement

Under this agreement, there are two ways in which the Missions, posts, and Bureaus may participate. As in the case with traditional cooperative agreements, an operating unit may support activities under what is termed the Leader Agreement. The second method allows missions and bureaus to develop their own stand-alone agreement or grant with IFES --an Associate Agreement-- as long as the Associate Agreement is consistent with the general program description of the Leader Agreement. The rule of law team in the DG Center determines whether the program description of the Associate Agreement is consistent with the Leader Agreement program.

Scope of Work

Leader Agreement activities are primarily those which improve technical aspects and sustainability of rule of law and human rights development activities.

The six core activity areas of the agreement are:

- ♦ Rapid response assistance
- ♦ Rule of law, justice sector, human rights, and other rule of law related assessments
- ♦ Technical leadership, including research, development and dissemination of materials
- ♦ Assistance coordination and mobilization
- ♦ Regional and inter-regional networking
- ♦ Monitoring and evaluations

USAID Missions, regional bureaus, as well as State Department bureaus and embassies are encouraged to support longer-term, more comprehensive rule of law and human rights development activities via Associate Agreements.

Associate Agreements may focus on the following areas:

LAW REFORM

Assist the drafting or revising of legal frameworks to ensure that they are consistent with international human rights norms and support democratic processes and market-based economies.

JUSTICE SECTOR INSTITUTIONS AND PROCESSES

Provide support to improve the organizational, administrative, and management structures, processes and competencies of justice sector institutions, including the courts, prosecutors' offices, police, human rights centers, and truth commissions.

ACCESS TO JUSTICE

Legal Literacy - support for formal and informal education initiatives to increase public awareness of legal rights and responsibilities and stimulate public demand for justice;

Reduction of non-educational barriers - support for legal reform and public outreach initiatives.

HUMAN RIGHTS PROTECTIONS

Codification of human rights provisions in legal frameworks;

Implementation and enforcement of human rights.

• Purchase Orders •

A purchase order is an offer by the government to buy supplies or services upon specified terms and conditions, using simplified acquisition procedures. They are generally issued on fixed-price basis for contract services not to exceed \$100,000. The quantity of supplies or scope of services is specified in the purchase order. A technical officer determines purchasing needs for his/her respective government agency and initiates the purchase order. A contracting officer, who posts it for public solicitation, then processes the order. Contracting officers are authorized for making and/or paying for purchases of supplies, services, or construction. Each USAID Mission uses internal officers for implementation of purchase orders, as do other government agencies.

IFES' Funding Mechanisms *(continued)*

BILATERAL FUNDING MECHANISMS

Since its inception, IFES has forged solid working relationships with bilateral donors throughout the world. Bilateral donors often rely on the extensive recommendations outlined in IFES' democracy and governance assessment reports to determine country needs and programming priorities, and donors appreciate IFES' non-partisan, technical approach to programming. IFES' in-country staff, with extensive country and regional knowledge as well as appropriate language skills, provide international donors with up-to-date information and creative program approaches. IFES is also recognized as a leading non-governmental coordinator of donor assistance worldwide.

IFES services can be accessed by request either directly from the relevant Embassy or country office, or through the home country headquarters. Bilateral donors fund projects directly; many also provide in-kind or matching contributions to pre-existing IFES programs. Bilateral partners benefit from IFES' strict programmatic, administrative and financial reporting systems, all of which require approval from the IFES/Washington headquarters.

The following examples highlight IFES' experience with bilateral donors.

**British Government •
Department for International Development (DFID) • United Kingdom**

Nigeria • December 1998 - November 1999

IFES collaborated with the Independent National Electoral Commission (INEC) of Nigeria to produce a Manual for Poll Officials. DFID funded the production of the Manual, which provided step-by-step instructions to poll officials, diagrams on polling station set-up, pictorial instruction on the accreditation and voting procedures and sample forms to assist them in the conduct of the poll. This manual was provided to presiding officers of Nigeria's more than 112,000 polling stations as well as other election officials in INEC headquarters and subnational governments. DFID also funded the production and printing of a second manual in conjunction with the Canadian International Development Agency (CIDA).

In another project co-funded by DFID, the U.S. Agency for International Development and the United Nations (through funds from the European Union), IFES collaborated with the INEC to undertake a post-election needs assessment in Nigeria. The assessment examined the following areas of the INEC's capacity and operations: election administration (the INEC's legal mandate and organizational capacity), election procedures, voter registration, logistics, training and voter and civic education.

In a third project funded by a DFID grant, IFES and the INEC undertook a study of options available for building a more credible voters' registrar for Nigeria. The final report, entitled *Election Administration in Nigeria: Options for Voter Registration* reviewed, in detail, the INEC's plan for voter registration and provided options to enhance the credibility and viability of that plan.

Yemen • March 1999

IFES supported the Supreme Elections Committee (SEC) of Yemen to convene the First Colloquium on the Development of Election Administration in Yemen, the first official conference in the Arab world on the issue of election organization. This historic Colloquium brought together a diverse group of sixty leading Yemenis in Sana'a in March, 1997, for intensive discussions on the organization of Yemen's elections. Participants included SEC members, representatives from the six major political parties, Parliament, civil society, and relevant government ministries, and some of Yemen's most prominent women. Conferees met in working group sessions on the topics of voter education and awareness; the election system; voter registration; election day procedures and the vote count; the independence and neutrality of the SEC; and election administration and training. By the close of the conference, participants had adopted more than one hundred recommendations for improvements to the election process.

The British Embassy in Sana'a, Yemen contributed directly to the United Nations Development Programme fund for the First Colloquium on the Development of Election Administration in Yemen. The UNDP funds were provided to IFES through a contract with the United Nations Office of Project Services (UNOPS). The governments of Japan and Canada also contributed to the funding of this colloquium.

Sierra Leone • December 1999 - March 2000

The signing of the Lomé Peace Accord in July 1999 by the Government of Sierra Leone and the Revolutionary United Front (RUF) of Sierra Leone laid the foundation for the administration of the next national elections. To assist the people of Sierra Leone in preparing for and conducting these elections, IFES conducted two missions to Sierra Leone between December 1999 and March 2000. IFES assessed the state of election preparations and developed prioritized recommendations for strengthening elections administration and the electoral process. This project was jointly funded by DFID and USAID.

Canadian International Development Agency (CIDA) •
Canadian Embassy • Elections Canada

Benin • February - March 1999

In cooperation with Benin's independent election commission (the CENA) IFES developed a national "cascade" training program for over 40,000 census agents and pollworkers in preparation for the March 3, 1999 legislative election. In February and March, IFES and the CENA trained 28 coordinators and 168 trainers in Cotonou. These coordinators and trainers in turn trained more than 20,000 census agents and pollworkers throughout the country. In preparation for these trainings, over 20,000 copies of a training manual for census agents and for pollworkers were produced by IFES with support from the Canadian

IFES' Funding Mechanisms *(continued)*

Embassy. Via Elections Canada, CIDA also supported the training for pollworkers by funding salaries of 196 coordinators and trainers and other costs.

Nigeria • December 1998 - February 1999

The Manual for Poll Officials funded by DFID (see section on British government) was the first edition of the guide used by IFES and the Independent National Electoral Commission (INEC) of Nigeria. The Manual, which provided step-by-step instructions to poll officials to assist them in the conduct of the poll was later revised to assist in the conduct of the February elections. This second edition includes additional guidelines on ballot secrecy, counting and collation procedures, and other poll-related issues. The Canadian International Development Agency (CIDA) as well as DFID, funded the production and printing of this second manual.

Yemen • March - April 1997

Yemen held multiparty parliamentary elections on April 27, 1997. In March-April, 1997, IFES conducted an on-site technical assistance project to assist the Supreme Elections Committee (SEC) by designing and implementing a three-stage “cascade” training program for Yemen’s 39,000 pollworkers and by producing written training materials for pollworkers. Via Elections Canada, CIDA, paid expenses for four members of the IFES pollworker training team. This funding served as an important contribution to IFES’ larger project, a United States Agency for International Development (USAID) program supported by U.S. Department of State Economic Support Funds.

Yemen • March 1999

IFES supported the Supreme Elections Committee (SEC) of Yemen to convene the First Colloquium on the Development of Election Administration in Yemen, the first official conference in the Arab world on the issue of election organization. The Colloquium was supported by the British Government, the United Nations Development Programme, and the governments of Japan and Canada. Through Elections Canada, CIDA funded the participation of a Canadian moderator at the conference. The Government of Japan funded the participation of five Arab moderators. (For more details, see the description under the British Government heading).

Central American Businesswomen Cooperating for Development • October 1999 - March 2000

CIDA has committed generous support for IFES’ Women’s Political and Economic Empowerment Initiative in the Americas. The first series of funds supported the participation of four women from throughout the Americas at the Annual Americas Business Forum in Ottawa in 1999.

Government of Ecuador**October 1998 - April 1999**

The Supreme Electoral Tribunal of Ecuador contracted IFES to carry out a feasibility study for the implementation of an integrated automated voting system in Ecuador. Upon completion of a pre-evaluation technical assessment, IFES determined the strengths and weaknesses of the existing system in Ecuador. To initiate reform, IFES developed a work-plan considering financial and logistic constraints of the government as well as an analysis of technical solutions. These recommendations were then implemented in one of Ecuador's provinces as a pilot/test project.

Government of Finland •**Department of International Development Cooperation (FINNIDA)****Access for People With Disabilities Initiative •
November 1999 - November 2001**

IFES has received funding from FINNIDA, the Finnish aid agency, for three project activities: 1) a global survey of disability laws and practices from which a Political Accessibility Index will be formulated for each country surveyed; 2) observation of six electoral events over the next two years with the focus on standards for disabled access; and, 3) pilot projects in the form of alternative ballot programs, training and education initiatives, and legislative reviews.

IFES will build upon the information, monitoring, and assistance elements of the FINNIDA programming to create new programs including information and voter assistance service; an advocacy post for election monitoring and standard setting; and an alternative ballot program.

Government of Japan •**Japanese International Cooperation Agency (JICA)****El Salvador • March 1997**

IFES and USAID/El Salvador were chosen as the implementing partners to carry out the "democratic strengthening" portion of the U.S.-Japan Common Agenda Agreement. The Japanese International Cooperation Agency (JICA) provided IFES with substantial funding to carry out the first project of the "Civil Society and Democratization Initiative" of the Common Agenda. The Japanese contribution funded rural election day transportation, voter education activities, and post-election evaluation. As a result of the project's success in encouraging the involvement of rural women and other disadvantaged people in the political life of the country, IFES received a letter of commendation from the Japanese Embassy in San Salvador and the appreciation of the Government of El Salvador.

IFES' Funding Mechanisms *(continued)*

Yemen • March 1999

The Government of Japan funded the participation of five Arab moderators for the First Colloquium on the Development of Election Administration in Yemen. This historic Colloquium brought together a diverse group of sixty leading Yemenis in Sana'a in March, 1997, for intensive discussions on the organization of Yemen's elections (for more details, see description under the British government heading). The Colloquium was also supported by the British Government, the United Nations Development Programme, and the Canadian Government.

Indonesia • May 1999

IFES, in partnership with the Australian Electoral Commission and the United Nations Development Programme (UNDP, financed by the government of Japan), established the Joint Operations and Media Center (JOMC) in Jakarta, Indonesia, in May 1999. The JOMC served as a national tabulation center for the June 1999 Indonesian elections. The JOMC posted the first unofficial results of the Indonesian elections and within days of the election, its results mirrored the official results released months later. The JOMC also provided resources to the national and international press, and domestic NGOs and election monitoring organizations. It served as a center for up-to-the-minute information, press conferences and interviews with key players, and file stories. During the 1999 general elections, the JOMC also maintained a website on which nationwide polling results were reported and updated hourly.

The UNDP, with a grant from the Government of Japan, provided communication hardware to the JOMC. A procurement expert from JICA assisted an Indonesian specialist in the purchase of 100 computers, 65 fax machines, and other equipment from local and international sources, to be used in collecting and posting the election results.

Government of the Netherlands

Yemen • 1993

The Embassy of the Netherlands/Sana'a, Yemen contributed to IFES' pollworker training project in Yemen.

Government of Sweden

Nicaragua • June - July 1998

Upon request from the Embassy of Sweden in Nicaragua, IFES conducted a technical and administrative evaluation of five potential technical elections assistance proposals from Nicaragua's Election Council. IFES conducted interviews with members of the Supreme Electoral Council, civil society organizations and the international community of donors.

In addition, the IFES team visited various governmental agencies and other relevant organizations and locations, including the Civil Registry Office, and regional Civil Identification Offices.

Government of Qatar

November 1998 - January 1999

In 1998, IFES worked with Qatar's Women's Preparatory Committee, a committee of leading Qatari women, to train women for the 1999 municipal election. This election was Qatar's first, and also the first among the Gulf Cooperation Council countries in which women could participate as voters and as candidates. IFES fielded a team to Qatar to conduct a week-long, intensive training program for female candidates, their campaign staffs, and other interested Qatari women. To accompany the training IFES designed Arabic language materials detailing procedures and concerns for women candidates. Although none of the six women candidates was elected, their candidacies were an important step forward for Qatar and for the Gulf region. The IFES training materials have been requested by women's organizations in neighboring Gulf countries.

The Preparatory Committee for the Municipal Election of Qatar provided funding toward IFES programming. The United States Information Agency (USIA) provided matching funds.

Government of Venezuela

June 1998

In June 1998, the National Electoral Council (CNE) of Venezuela contracted IFES to renew and make recommendations regarding proposals for an automated voting system in Venezuela

United States Information Agency (USIA)

Qatar • November 1998 - January 1999

As previously described (see above description), USIA matched funds from Qatar's Preparatory Committee for Municipal Elections for IFES' training of women candidates.

IFES' Funding Mechanisms *(continued)*

UNITED NATIONS • UNITED NATIONS DEVELOPMENT PROGRAM (UNDP) FUNDING MECHANISMS

IFES has developed strong partnerships with the UN Secretariat, the UN Development Program (UNDP), the UN Office for Project Services (UNOPS), and UN country offices overseas. IFES has successfully managed and implemented over \$5 million in programming with UN support. IFES' strong management capacity and sound administrative and financial systems are attractive to operating units within the United Nations who look to partner with highly qualified leading democracy and governance assistance organizations. Through UNOPS, the UNDP, the UN Division for Social Policy and Development (Voluntary Fund on Disability), as well as with UN Country Offices, IFES has completed contracts for a variety of democracy and good governance activities.

IFES services can be accessed by request either directly from the country office or through an operating unit at UN headquarters. Upon signing a contract, in most cases a portion of funding is advanced to IFES, with full compensation issued upon completion of the project along with submission of deliverables according to contract stipulations.

IFES has proved to be a flexible and adaptable partner for the United Nations. IFES is currently negotiating with the UN mission in Bangladesh to implement additional UN-funded programming.

A few of the outstanding examples of IFES-UN collaboration are described below.

• Electoral Management Bodies as Institutions of Governance •

Project Type:	Discussion Paper
Partner:	UNDP/ Management, Development, and Governance Division
Award Agency:	United Nations Office of Project Services
Project Title:	Election Management Bodies as Institutions of Governance
Type of Agreement:	Fixed Contract Price

UNDP commissioned IFES to study the functions and operations of Electoral Management Bodies (EMBs) worldwide. The research paper, entitled "Electoral Management Bodies as Institutions of Governance," suggests to election officials, donors and policy makers possible alternative roles, responsibilities and functions for Electoral Management Bodies, and includes specific recommendations for best practices to strengthen the capacity of electoral institutions.

The Discussion Paper serves as the basis for substantive debate on this area of good governance and was the topic of a May 1999 international workshop on the subject. It will be published in its final form and released publicly in November 2000.

· Electoral Assistance in Indonesia ·

Project Type:	Support to the Elections
Partner:	UNDP Mission/Jakarta, Indonesia
Award Agency:	United Nations Office of Project Services
Project Title:	General Election Commission (KPU) Voter Education General Election Commission (KPU) Poll Worker Training General Election Commission (KPU) Voter Information/Seating Allocation
Type of Agreement:	Fixed Contract Price

For the June 1999 national elections, IFES received \$3,998,767 from UNDP/Indonesia, which complemented the work already underway through an \$8 million cooperative agreement through USAID. Specifically the UNDP funds provided parallel services in the areas of 1) pollworker training and 2) a National Election Commission (KPU) voter information campaign on the integrity of the voting process and on seat allocation.

· First Colloquium on the Development of Election Administration in Yemen ·

Project Type:	National Elections
Partner:	UNDP Mission/Sana'a, Yemen
Award Agency:	United Nations Office of Project Services
Project Title:	Support of the National Elections (Yemen)
Type of Agreement:	Fixed Contract Price

The United Nations Office for Project Services (UNOPS) requested that IFES conduct a conference on election administration in Yemen, convened by Yemen's Supreme Elections Commission (SEC). The conference, moderated by international election experts, was the first of its kind in Yemen and the Arab world. Yemenis of diverse political affiliations viewed the conference as an event key to the furtherance of an open and transparent election system in Yemen.

The conference generated debate among key actors, including election commissioners, political parties, and non-governmental organizations, creating a consensus for reform to which the major stakeholders in the election process had the opportunity to contribute. In addition, the comprehensive review of lessons learned in past elections and exploration of options for reform, enriched by the technical expertise of the international moderators, expanded Yemeni knowledge of best practices in election administration. Finally, the conference reinforced, in a national forum, the importance of well-run, open and transparent multiparty elections in Yemen.

IFES' Funding Mechanisms *(continued)*

· Administration and Cost of Elections (ACE) Project ·

Project Type:	Applied Research
Partner :	United Nations Department of Economic and Social Affairs (UN-DESA)
Project Title:	Administration and Cost of Elections (ACE)
Type of Agreement:	Cost-Share. <i>Both the United Nations and IFES absorb costs under the project.</i>

The ACE Project represents an important partnership between the United Nations Department of Economic and Social Affairs (UN-DESA), the International Institute for Democracy and Electoral Assistance (IDEA) and IFES with support from the United States Agency for International Development (USAID). Through this partnership, the three organizations designed and created a highly structured, user-friendly, “electronic encyclopedia” that provides comprehensive and systematic information on the range of alternatives in the organization of elections. The ACE project is an interactive publication presented on CD-ROM in four languages.

· National Pollworker Training in Haiti ·

Project Type:	Training and Civic Education, 1995 and 1997
Partner:	UNDP Mission/Port-au-Prince, Haiti
Award Agency:	United Nations Office of Project Services
Project Title:	National Poll Worker Training in Haiti
Type of Agreement:	Fixed Contract Price

Under this contract, IFES supported the drafting and implementation of a national training and civic education program. IFES applied its expertise in designing administrative procedures and forms to maximize accountability of the electoral process. IFES staff provided technical assistance to collect and organize information useful to the establishment of the Permanent Electoral Council (CEP) and the registration process. IFES also evaluated the effectiveness of the civic education and training campaign, and acted as an on-site resource regarding general election administration matters for CEP staff.

· General Assembly of the
New Association of Caribbean Electoral Authorities ·

Project Type:	Regional Networking
Partner:	United Nations Department for Economic and Social Affairs (UN-DESA)
Award Agency:	United Nations Division for Social Policy and Development Voluntary Fund on Disability
Project Title:	General Assembly of the New Association of Caribbean Electoral Authorities
Type of Agreement:	Co-financing Grant

The United Nations took part in the Founding General Assembly of the Association for Caribbean Electoral Organizations (ACEO) in San Juan, Puerto Rico. The San Juan conference focused on promoting access to the political process for citizens with disabilities, and was the first time that the international community, the election community and the disability community were brought together. In the end, The San Juan Resolution of the Political Rights of Persons with Disabilities was unanimously adopted by the delegates. The Resolution marks an important step in sensitizing election officials to making election systems and political processes fully accessible to all citizens of the Caribbean.

The United Nations sponsored the portion of the conference dealing with access to the political process for citizens with disabilities, including consultant and speaker costs, communication costs and expenses related to the production of the training manual.

IFES' Funding Mechanisms *(continued)*

ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE (OSCE) • OFFICE OF DEMOCRATIC INSTITUTIONS AND HUMAN RIGHTS (ODHIR)

IFES has an established history of electoral transition assistance, democracy strengthening and civic development with OSCE Participating States. Since 1989, the Foundation has conducted dozens of Pre-Election Technical Assessments in countries of Central and Eastern Europe and the former Soviet Union leading to a variety of long-term projects, field offices and multi-lateral initiatives within the OSCE region.

IFES has also cooperated directly with the OSCE as an organization, providing key personnel and technical election assistance to the OSCE Mission to Bosnia and Herzegovina, and the OSCE presence in Albania.

• BOSNIA •

VOTER EDUCATION

IFES has undertaken a significant voter education program in Central Bosnia over two years, cooperating with and supporting OSCE regional and field work. This assistance is in addition to working within the OSCE Mission to Bosnia. Voter education programming took a variety of forms, including pamphlets, posters and small-group trainings.

LEGISLATIVE STRENGTHENING

IFES seconded Judge Finn Lynghem (of Norway) to the OSCE Election Appeals Sub-Commission (EASC) from 1997 to 1998. Judge Lynghem provided technical assistance in developing the EASC into a domestic institution, as well as rendered decisions pertaining to cases brought before the Commission during the 1998 election.

• ALBANIA •

TECHNICAL ELECTION ASSISTANCE

In 1997, IFES provided thirteen senior election experts to the OSCE Presence in Albania in preparation for Parliamentary Elections held on June 29th. IFES specialists provided assistance in the areas of Voter Registration, Voter Education, Election Law, Election Commodities and Services, as well as Field Coordinators and Trainers.

ELECTION OBSERVATION

IFES also selected, trained, and deployed a one-hundred person contingent of American election observers. These observers were selected from hundreds of applications of professional election administrators, registrars and poll-workers who had served under the OSCE-led observation initiative.

CIVIL REGISTRY DEVELOPMENT

Utilizing remaining funds from the electoral observation activity, IFES fielded a technical specialist to the OSCE presence in Albania to assist in post-election design, implementation and review of six pilot projects in civil registration.

· LATVIA ·

In 1998, IFES fielded a technical expert to the OSCE Mission in Latvia and the OSCE Office of Democratic Institutions and Human Rights (ODIHR) to compile a comprehensive review of the Latvian Parliamentary elections utilized by ODIHR in their official assessment of the election's integrity.

· FOCUS GROUP PROJECT ·

In the summer of 1999, IFES organized focus groups in Bosnia to determine popular reaction to the proposed Permanent Election Law drafted by the OSCE and Office of the High Representative.

· KOSOVO ·

IFES has provided the OSCE Mission in Kosovo with ten full-time and numerous short-and-medium term technical specialists in registration and election administration as part of the United Nations Mission in Kosovo. IFES assisted in designing a system of registration for the resident population to deal with large-scale destruction of personal and municipal documentation, and to address past systematic manipulation of population figures and large-scale boycott of public administrative structures. Elections are scheduled for late Fall, 2000.

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