

L2D Elections Resource Guide

SUPPLEMENT TO THE "LEARN TO DISCERN AND ELECTIONS FACILITATOR'S GUIDE"

About this Resource Guide

In 2024, billions of people are set to participate in major elections that will have a significant impact on people's lives and the future of democracy around the world. However, false narratives, conspiracy theories, and baseless claims of election fraud pose a global threat, eroding trust in democracy and threatening the safety of citizens, journalists, elections workers, and political candidates, especially women in politics. As part of our work in supporting independent media and media and information literacy education, IREX has developed a **Learn to Discern and Elections Facilitator's Guide**, based on IREX's Learn to Discern (L2D) approach and training materials, with the goal of building resilience to manipulative information before, during, and after elections, through practical lessons, activities, and resources to support interventions for a variety of audiences in countries worldwide.

This Resource Guide is intended as both a supplement to the **Learn to Discern and Elections Facilitator's Guide** and a standalone guide, providing a brief list of resources and tools to better understand the information landscape around elections and to better recognize and resist information manipulation that is designed to undermine democratic elections. The resources included in this guide have been instrumental in the design of the Facilitator's Guide, and many of these resources and more are referenced in the Facilitator's Guide with additional context.

Resources have been organized within the same curricular framework as the Facilitator's Guide, under the following headings:

- Unit 1. Evolving Information Landscape and Elections
- Unit 2. The Role of Media in Elections
- Unit 3. Information and Decision-Making in Elections
- Unit 4. Information Manipulation Before, During, and After Elections
- Unit 5. Elevated Threats During Elections

UNIT 1. Evolving Information Landscape and Elections

Guidelines on Media Analysis During Election Observation Missions

European Commission for Democracy and Through Law (Venice Commission)

Topic: Media monitoring around elections

Description: This guidance establishes a set of standards aimed at safeguarding freedom of expression and ensuring the unbiased dissemination of information. It also underscores the influence of media on the public and emphasizes the significance of preserving the autonomy and independence of the media landscape. The final section of the guide provides a more comprehensive outlook on the methodology of media analysis, as well as the evaluation and interpretation of findings from media observations.

Elections in Digital Times

UNESCO

Topic: Overview of the impact of social media in the context of democratic elections

Description: The handbook highlights the impact, both positive and negative, of social media during democratic elections. It serves as a resource for electoral stakeholders who require access to information addressing issues such as disinformation, misinformation, mal-information, and hate speech. Additionally, it offers an overview of rights such as freedom of expression, access to information, political participation, and privacy within the context of the electoral process.

Handbook for the Observation of Election Campaigns and Political Environments

Organization for Security and Co-operation in Europe (OSCE)

Topic: Political actors' role in fostering participation, engagement and support of the voters

Description: This handbook offers basic tools for observation of electoral campaigns. It addresses the participation, inclusion, and treatment of traditionally underrepresented groups in political life, such as women, national minorities, or persons with disabilities and evaluates the adherence to fundamental freedoms and human rights, a comprehensive observation of an election campaign and its surroundings considering the financial dimensions of the campaign.

Combating Information Manipulation: A Playbook for Elections and Beyond

National Democratic Institute (NDI), International Republican Institute (IRI) and Stanford

Topic: Tools for identifying and combating information manipulation

Description: This handbook provides strategies that help combat information manipulation around elections. It consists of three approaches: identifying information manipulation campaigns, response developing, and resilience building. It also gives a better understanding of threat actors, content and tactics and supports identifying manipulation narratives and efforts, concluding with the importance of resilience development towards information manipulation.

Guidelines for Observation of Election Campaigns on Social Networks

Organization for Security and Co-operation in Europe (OSCE)

Topic: Monitoring of electoral campaigns conduct on social media

Description: This guide is specifically designed to address the conduct of campaigns on social networks. The guidelines also serve as a resource to aid OSCE participating States in effectively tackling the challenges arising from online campaign activities during the electoral process. It underlines features of electoral campaigns on social media such as content, activity, advertising and the approach in monitoring the social media activity around elections.

Election Communications Toolkit

National Association of State Election Directors

Topic: Tools for generating reliable content around elections

Description: This toolkit offers a range of materials dedicated to election offices serving as a guide for a better information environment around elections. It highlights important tools for generating reliable content and tips for better online communication around elections.

Monitoring of Media Coverage of Elections

Rasťo Kužel, Council of Europe

Topic: Online information environment around elections

Description: The purpose of this document is to furnish a methodology for effectively handling typical challenges encountered in pre-election monitoring.

The Global Story of Election Interference

Olaf Boehnke and Carlo Zensus, Heinrich Böll Foundation

Topic: Exposing threats towards democratic electoral processes

Description: This article offers a better perspective on how the election process can be influenced and how malign actors can interfere with the democratic unfolding of the elections. It highlights answers to several questions aiming to provide a better understanding of the phenomena and importance of election integrity worldwide.

Protecting Electoral Processes in the Information Environment

International IDEA

Topic: Understanding information environment around elections

Description: This project is dedicated to enhancing the safeguarding of electoral processes by addressing and mitigating malign influencing practices while actively monitoring and adapting to evolving discourse and engagement in six specific target countries. Drawing insights from global best practices and fostering exchanges between the identified target countries, the initiative seeks to empower national actors in these regions.

Digital Election Interference

Adrian Shahbaz and Allie Funk, Freedom House

Topic: Online information environment and content generators around elections

Description: This article offers a perspective on the online environment around elections and types of content emerged. It also highlights tactics used by different individuals or political actors aiming to undermine the transition of power in democratic elections and discourage opposition movements, while maintaining the appearance of widespread support. It describes the impact internet restrictions have on elections and explains their role within disinformation strategies.

Mis-, Dis-, and Malinformation: Planning and Incident Response Guide for Election Officials

Election Infrastructure Government Coordinating Council and Subsector Coordinating Council's Joint Mis/Disinformation Working Group

Topic: Guidelines on addressing manipulative information around elections

Description: This guide serves to support election officials in combating mis-, dis-, malinformation and hate speech around elections. It is also a reliable tool in supporting response strategies towards threats that may impact a smooth election process and the ability to conduct it.

Monitoring Disinformation around Elections: Key Takeaways from the German Federal Elections in 2021

Alice Echtermann, EU Disinfo Lab

Topic: Observing and tracking disinformation around elections

Description: This comprehensive document serves as a repository of knowledge, capturing the intricacies of fact-checking in the context of election campaigns. The initial section delves into the pre-election campaigning phase, providing insight into how the 2017 federal election campaign played a pivotal role in shaping subsequent monitoring efforts. It illuminates key narratives that emerged during this period and resurfaced in the 2021 elections. The second section focuses on the 'hot phase' surrounding the 2021 federal elections in Germany, elucidating the valuable insights gained from this experience.

Checklist for Combating Election Misinformation

U.S. Alliance for Election Excellence

Topic: Combating Election Misinformation

Description: This framework offers guidelines for election departments seeking to combat misinformation around elections. It helps with preparing, observing and responding to false information impacting the election process.

The State and Local Election Cybersecurity Playbook

Harvard Kennedy School

Topic: Defending digital environment around elections

Description: This playbook serves two primary objectives. First is to demystify and clarify the most probable and severe cybersecurity and information operation threats for all individuals engaged in the election process. The intention is to make these threats accessible and comprehensible to a broad audience involved in elections. Moreover, the Playbook aims to offer practical and essential risk-mitigation approaches that can be implemented to counteract cybersecurity and information operation challenges during elections.

Get the Tools!

Psychological Defense Agency

Topic: Guidelines for tracking misinformation and disinformation around elections

Description: This toolkit provides tools and guidelines aiming to help tackle misinformation and disinformation online and talks about important steps in avoiding information manipulation, as precaution, source verification, possible targets. It also highlights certain online content that can be manipulative, such as imagines or videos.

The Information Environment Around Elections

Ingrid Bicu, International IDEA

Topic: Information environment around elections

Description: The goal of this study is to develop a dynamic and comprehensive comparative evidence base focusing on cases of disinformation and problematic content that could potentially impact the perception of national or general elections. The research specifically targets individuals involved in electoral processes, such as electoral officials or those supporting Election Management Bodies (EMBs), as well as the electoral processes and organizations themselves.

Molly McKew on disinformation and the presidential election

The National Security Podcast

Topic: Disinformation tactics around elections

Description: In this episode of the National Security Podcast, information warfare expert Molly McKew engages in a conversation with Chris Farnham, delving into the pervasive impact of disinformation on the United States presidential election. Drawing on her expertise in the realm of information warfare, McKew provides insights into the intricate dynamics of how disinformation campaigns shape and influence the electoral landscape. The discussion likely explores the tactics, sources, and broader implications of disinformation in the context of a high-stakes political event, shedding light on the challenges posed by the manipulation of information in the realm of national security.

How online misinformation exploits 'information voids' — and what to do about it

Nature

Topic: Disinformation around elections

Description: In this article the focus is on the pressing issue of online misinformation exploiting 'information voids,' emphasizing the heightened awareness needed among online search engine providers and their users in the context of the super election year. The piece underscores the significance of understanding how misinformation can appear deceptively credible in such circumstances.

UNIT 2. The Role of Media in Elections

Covering Elections: Media Making Their Mark at Election Time

Thomson Foundation

Topic: Guideline for editors organizing newsrooms

Description: The guide offers brief recommendations and instructions for editors in structuring their newsrooms for election coverage, covering aspects such as budgeting and engaging with diverse segments of society. It also provides journalists with insights on managing the fast-paced 24-hour newsroom and social media dynamics during election reporting.

Legal Focus: EBU Principles for Election Coverage in New and Developing Democracies

Anne Catherine Berg and Radka Betcheva, European Broadcasting Union (EBU)

Topic: Key principles for election coverage

Description: This handbook provides key information about electoral coverage that is mainly targeted to all television and radio broadcasting editors. It also provides comparative summaries of national rules and standards and builds a detailed perspective on key considerations such as independence, fairness, accuracy, relevancy and accountability.

Handbook On Media Monitoring for Election Observation Missions

Organization for Security and Co-operation in Europe (OSCE)

Topic: Media in elections

Description: This handbook encompasses a series of guidelines focused on the coverage of election campaigns by both public and private media outlets, with a specific emphasis on broadcast and print, while also addressing considerations related to the Internet and other new media platforms. It also explains the role of the media analyst in election observation missions and offers an assessment of the electoral process specifically from the standpoint of the media.

Between sexual objectification and death threats: Electoral officials all over the world face unprecedented levels of disinformation, aggression and harassment

Ingrid Bicu and Hyowon Park, International IDEA

Topic: Hate speech in elections context

Description: This article provides information about the alarming escalation of online harassment directed at poll workers during the 2022 United States mid-term elections. Further investigations by International IDEA reveal that this issue is not confined to the U.S.; rather, it is a global phenomenon extending beyond borders. The prevalence of disinformation coupled with diverse forms of aggression and harassment aimed at electoral officials within the information environment constitutes a widespread challenge that poses a substantial threat to democracy. This recognition underscores the need for concerted efforts at both national and international levels to address and mitigate the impact of such malicious activities on the electoral process and democratic institutions globally.

Platforms' Policies on Elections Misinformation

Nicolas Hénin, EU Disinfo Lab

Topic: Measures to combat misinformation on online platforms

Description: This paper aims to offer a comprehensive overview of the current situation, demonstrating how the world's five largest platforms have approached the issue of electoral misinformation. Specifically, it outlines the definitions pertaining to restricted, natural, and promotional content, along with the policies regarding the reduction of visibility or removal of such content.

Guide for Civil Society on Monitoring Social Media around Elections

Democracy Reporting International (DRI), National Democratic Institute (NDI)

Topic: Observing social media around elections

Description: The development of technology and means of communication have shifted the way people spread and consume information, hence the importance of observing the new information sources. This guide stands as a reliable support for tech experts and tech journalists, academics or organizations that observe social media and online information in elections. It also underlines and explains the issues that are present on every social media platform and the role of social media and electoral observation.

Rumor Control Start-Up Guide

Election Infrastructure Government Coordinating Council and Subsector Coordinating Council's Joint Mis/Disinformation Working Group

Topic: Response strategies to manipulative information

Description: This guide offers several ideas on how to properly respond to disinformation and misinformation around elections. It clarifies the concept of rumor, how it occurs online, and ways to differentiate credible from manipulated information.

Media and Elections

ACE Project

Topic: Overview on the role media plays within the election process

Description: This guide offers a comprehensive overview of the role media plays within the election process. It delves into various aspects of media involvement, highlighting its significance in shaping democratic practices and outcomes. By providing insight into the functions and responsibilities of media during elections, the guide aims to enhance understanding and awareness of the media's impact on electoral dynamics. From information dissemination and public opinion formation to investigative journalism and post-election analysis, the guide covers a range of critical roles that media outlets fulfill in facilitating transparent and informed electoral processes.

A Reporter's Guide to Election Coverage

Administration and Cost of Election Project

Topic: Guidelines for journalists covering elections

Description: The guideline serves as a training course for journalists that covers information about reporting skills, elections coverage techniques or the importance of establishing a legal framework for the media. It also highlights the role of the journalists in the society by describing the duty of Iraq's journalists had in establishing a legal framework.

Handbook on Independent Journalism

Deborah Potter

Topic: Role of independent journalism

Description: This handbook provides a succinct introduction to the core principles of journalism as practiced in democratic systems. It emphasizes a journalism that strives to be grounded in facts rather than opinions. It also highlights the responsibility of journalists to provide accurate information that is independent from outside influences.

UNIT 3. Information and Decision-Making in Elections

Get the tools - Don't be fooled

The Swedish Psychological Defense Agency

Topic: Resilience building against domestic and foreign manipulation and phishing

Author/Source: Description: The instrument provides tools and strategies to build resilience against disinformation, misleading information, and manipulation, particularly those from foreign antagonist powers. It highlights the importance of being cautious about information that evokes strong emotions, checking sources, and looking for official information. It also provides tips on recognizing fake websites and bots, emphasizing the role of individuals in protecting an open, democratic society by being informed and vigilant.

What AI Will Do to Elections?

Rishi Iyengar, Foreign Policy

Topic: Information environment around elections

Description: This article describes the role online media has on election processes and how AI can affect the democratic course of the elections. It also highlights disinformation tactics occurring online and the worry about the online security threats regarding this years' elections.

As social media guardrails fade and AI deepfakes go mainstream, experts warn of impact on elections

Ali Swenson and Christine Fernando, Associated Press

Topic: Information environment around elections

Description: In this article experts are cautioning that the dissemination of misinformation has the potential to worsen in the forthcoming elections. This warning underscores concerns about the increasing prevalence and impact of false or misleading information on the electoral process. The anticipation of a heightened spread of misinformation suggests a need for more vigilance, public awareness campaigns, and potentially new strategies to counteract the negative influence of deceptive information on democratic processes. The article highlights the fact that addressing misinformation in the context of elections is crucial for maintaining the integrity of the electoral system and ensuring that voters have access to accurate and reliable information.

Election officials worry about the potential use of AI to spread misinformation

National Public Radio (NPR)

Topic: Al impact on online environment around elections

Description: In a discussion with NPR's A Martinez, Arizona Secretary of State Adrian Fontes sheds light on the utilization of artificial intelligence (AI) to counter potential threats to the integrity of the 2024 vote. The conversation likely explores the innovative ways in which AI technology is being leveraged as a tool to identify and address challenges posed by AI-generated threats to the electoral process. The incorporation of AI in election security measures reflects a proactive approach to stay ahead of evolving threats and safeguard the democratic principles associated with fair and transparent elections. Fontes' insights may provide valuable perspectives on the intersection of technology and election security in the contemporary landscape.

How Filter Bubbles Work

Techopedia

Topic: Filter Bubbles

Description: An encyclopaedic definition and exploration of filter bubbles.

The role of (social) media in political polarization: A systematic review

Emily Kubin and Christian von Sikorsi

Topic: Social media landscape

Description: A systematic review on how social media shapes political polarization and analysis of the existing literature.

How Different Are Americans' Facebook Feeds?

The Markup

Topic: Social media landscape

Description: A tool that tracks Facebook recommendation algorithm and demonstrates how it shows different news, groups, and hashtags to different users in different American voting groups.

Filter bubbles, social media, elections

Description: The following news articles report on a series of studies done in partnerships with Meta analyzing Facebook and Instagram platforms in the 2020 U.S. elections and that Meta's platforms are not responsible for harmful polarization. The studies found that online political content did not change people's political attitudes. Some articles highlight potential reasoning for these findings (not enough time was given for the content to have an impact, for example) and potential implications for tech platforms. There are many limitations to this study, some acknowledged by the researchers, and some highlighted by other organizations:

- Changes to social media feeds shapes content but not political views, study finds (EuroNews)
- How social media filter bubbles and algorithms influence the election (The Guardian)
- Deep dive into Meta's algorithms shows that America's political polarization has no easy fix (AP News)
- How Social Media Algorithms Are Increasing Political Polarisation (Young Australians in International Affairs)
- Changing Meta's algorithms did not help US political polarization (The Guardian)
- Are social media algorithms really polarising society? (Economic Times of India)
- <u>Facebook's algorithms fueled massive foreign propaganda campaigns during the 2020 election here's how algorithms can manipulate you</u> (*The Conversation*)
 Note: This article contains a thorough explanation of algorithms and engagement bias
- Changing Facebook's algorithm won't fix polarization (The Washington Post)
- Social media algorithms influence behaviour but not political views (The Times UK)

UNIT 4. Information Manipulation Before, During, and After Elections

Bellingcat's Online Investigation Toolkit

Bellingcat

Topic: Investigating online information

Description: A user-friendly Google Doc with tabs for various tools, covering image and video verification, social media analysis, phone numbers, maps, and more.

Data Journalism's Verification Handbook for Disinformation and Media Manipulation

DataJournalism.com

Topic: Investigating online information

Description: This handbook aids in open source intelligence (OSINT) research, offering guidance on investigating social media accounts, detecting bots, and handling image manipulation. It also provides tips and tools for attribution.

The Beacon Project's Media Monitoring Handbook

Beacon Project, International Republican Institute (IRI)

Topic: Investigating online information

Description: This handbook assists in data-driven analyses of disinformation narratives and sources. It's a valuable resource for researchers new to media monitoring and those seeking best practices.

Industrialized Disinformation: 2020 Global Inventory of Organized Social Media Manipulation

Oxford Internet Institute

Topic: Trends in information manipulation

Description: This Global Cyber Troops tool offers insights into information manipulation across countries, highlighting the diverse vectors employed in manipulation campaigns.

Elections and Disinformation Are Colliding Like Never Before in 2024

Stephanie Hsu, Stuart A. Thompson, and Steven Lee Myers, New York Times

Topic: Trends in information manipulation

Description: This article explores how disinformation may impact the 2024 elections around the globe. According to the article, autocratic governments, including Russia, China, and Iran, are major sources of disinformation in election campaigns, aiming to discredit democracy globally. Researchers and the U.S. government identify these nations as likely to engage in influence operations, exploiting social divisions and undermining democratic processes.

How AI Bots Could Sabotage 2024 Elections around the World

Charlotte Hu, Scientific American

Topic: Trends in information manipulation

Description: This article covers the added threats of increasingly difficult to detect generative AI will contribute to the information space and potentially impact the 2024 elections

<u>Troll farms reached 140 million Americans a month on Facebook before 2020 election, internal report shows</u>

Karen Hao, MIT Technology Review

Topic: Trends in information manipulation

Description: This article covers troll farms and their role in the 2020 elections, highlighting three types of specific targeted pages. It also explains how Facebook allows troll farms to grow their audience.

Democracy's Frontline Defenders

Fernanda Buril and Erica Shein, Journal of Democracy

Topic: Trends in information manipulation

Description: This article details how elections administrators around the globe protect democratic institutions and election officials from information manipulation attacks.

Monitoring Disinformation and Influence Campaigns in the 2022 French Elections: Lessons Learnt

Institute for Strategic Dialogue (ISD)

Topic: Trends in information manipulation

Description: This report highlights the tactics and actors involved in spreading disinformation and divisive narratives during the 2022 French elections campaigns.

RESIST Counter-Disinformation Toolkit

UK Government Communication Services

Topic: Responding to manipulative information

Description: This toolkit provides a framework for recognizing and monitoring disinformation and strategically mitigating its impact.

How to Spot (and Fight) Election Misinformation

Cynthia Gordy Giwa, ProPublica

Topic: Responding to manipulative information

Description: This article offers a better perspective on types of false information and means to recognize and combat them. It highlights how and why disinformation occurs on online platforms around elections and emphasizes the difference between it and misinformation. Additionally, it underlines the impact fabricated content has on our emotions and the importance of double-checking information.

UNIT 5. Elevated Threats During Elections

Addressing Gendered Disinformation

International Research & Exchanges Board (IREX)

Topic: Gendered disinformation

Description: This report summarizes and analyzes contemporary recommendations to address gendered disinformation across stakeholders, including government, civil society, social media platforms, academia, media, and political parties.

<u>Technology-Facilitated Gender-Based Violence as an Attack on Women's Public Participation: Review of Global Evidence and Implications</u>

International Research & Exchanges Board (IREX)

Topic: Technology-facilitate gender-based violence (TFGBV)

Description: This landscape assessment maps the technological environment that enables TFGBV, finding that the problem is driven largely by human dimensions and amplified by technology.

Violence Against Women in Elections Framework

International Foundation for Electoral Systems (IFES)

Topic: Malign conduct and content against women in elections

Description: This framework can be used to identify and address the unique issues related to gender-based election violence, and to make narratives of violence against women in elections in their homes, political arenas and public spaces more visible.

Violence Against Women in Elections Online: A Social Media Analysis Tool

International Foundation for Electoral Systems (IFES)

Topic: Malign conduct and content against women in elections

Description: This tool offers an adaptable method to measure the gendered aspects of social media and to understand the driver of violence against women in elections.

Guidelines for Empowering Women in Elections Online (Georgia)

Ingrid Bicu, The Delian Project

Topic: Malign conduct and content against women in elections

Description: This case study offers an overview of the information environment surrounding elections, emphasizing the benefits and challenges faced by women in various roles within this field, and then investigates the harmful behaviors exhibited by users of online platforms targeting women in electoral management within Georgia.

Handbook on Observing and Promoting Women's Electoral Participation

Organization for Security and Co-operation in Europe (OSCE)

Topic: Advancing women's participation in elections

Description: This handbook serves as a valuable resource for educating participating States. Drawing from nearly three decades of election observation experience, the handbook aims to advance women's participation in political life, particularly through the electoral process.

<u>An Unrepresentative Democracy: How Disinformation and Online Abuse Hinder Women of Color Political Candidates in the United States</u>

Center for Democracy & Technology

Topic: Addressing hate speech and advancing women's participation in elections

Description: This study compares the levels of manipulative information and abuse targeted at or about different groups of candidates in the U.S. to understand the level and impact of attacks on compare the levels of mis- and disinformation and abuse targeted at or about different groups of candidates.

<u>Toolkit on Combating Hate Speech During Electoral Processes</u>

Council of Europe

Topic: Addressing hate speech during electoral processes

Description: The toolkit serves as a support resource for election management bodies and electoral stakeholders seeking an overview of the methodology for combating hate speech during elections. The first and second chapters provide information about hate speech and electoral campaigns, respectively, for Election Management Bodies (EMBs). The third chapter offers a perspective on the case of Georgia and hate speech during the electoral process, concluding with a training module.

Countering Hate Speech in Elections: Strategies for Electoral Management Bodies

International Foundation for Electoral Systems (IFES)

Topic: Addressing hate speech during electoral processes

Description: This document intends to assist election management bodies (EMBs) in gaining a deeper understanding of the various issues related to hate speech throughout the electoral cycle. It explores both regulatory and non-regulatory options that can be employed to address and mitigate these issues.

Election disinformation campaigns targeted voters of color in 2020. Experts expect 2024 to be worse.

Christine Fernando, Associated Press

Topic: Addressing hate speech during electoral processes

Description: This article provides information about ways in which community organizations are gearing up for what they anticipate will be an escalating wave of disinformation, specifically targeting communities of color and immigrant communities.

Handbook on Observing and Promoting the Electoral Participation of Persons with Disabilities

Organization for Security and Co-operation in Europe (OSCE)

Topic: Inclusion of persons with disabilities in elections

Description: This handbook seeks to establish a more systematic and comprehensive approach to participation of persons with disabilities in elections. It furnishes information and a framework to aid observers in evaluating the participation of persons with disabilities as an integral part of observing an entire electoral process. It also assesses the role the electoral observers play in monitoring legal, structural, and practical barriers that may lead to exclusion.

The Impact of Disinformation on Democratic Processes and Human Rights Around the World

European Parliament

Topic: Disinformation and human rights

Description: This study proposes steps the European Union can take to build counter-disinformation into its global human rights and democracy policies.



IREX is a global development and education organization. We strive for a more just, prosperous, and inclusive world—where individuals reach their full potential, governments serve their people, and communities thrive. We work with partners in more than 100 countries in four areas essential to progress: cultivating leaders, empowering youth, strengthening institutions, and increasing access to quality education and information.