



# **European Commission United Nations Development Programme International IDEA**

**In collaboration with**

**Spanish Ministry of Foreign Affairs and Cooperation  
International Organization for Migration  
Canadian International Development Agency  
Organization of American States**

## **Thematic Workshop: Elections, Violence & Conflict Prevention**

*Barcelona, 22-26 March, 2010*

Organized within:



With the support of:



Bureau  
for Crisis Prevention  
and Recovery



Partners:



Ajuntament de Barcelona

Barcelona International Peace Resource Center



# Presentation

**Electoral Cycle Approach**

**Meaning of Sustainability**

**Activities**

**Inhibitors and Possibilities**

**Pillars of Sustainability**

**OECD DAC – International Conference**

# The Electoral Cycle

Post-Election

Verification of Results

Voting Operations and Election Day

Electoral Campaign

Voter Registration

Training and Education

Planning & Implementation

Legal Framework

constitution

legislation

electoral system

electoral bodies

budgeting

calendar/timeline

funding & financing

resource planning & implementation

security

election officials

civic and voter education

parties & candidate

voter

media

party liaison

financin

reform

audits & evaluations

developmen

tabulation of results

complaints and appeals

official results

voting

vote counting  
pre-voting and out-of-country voting



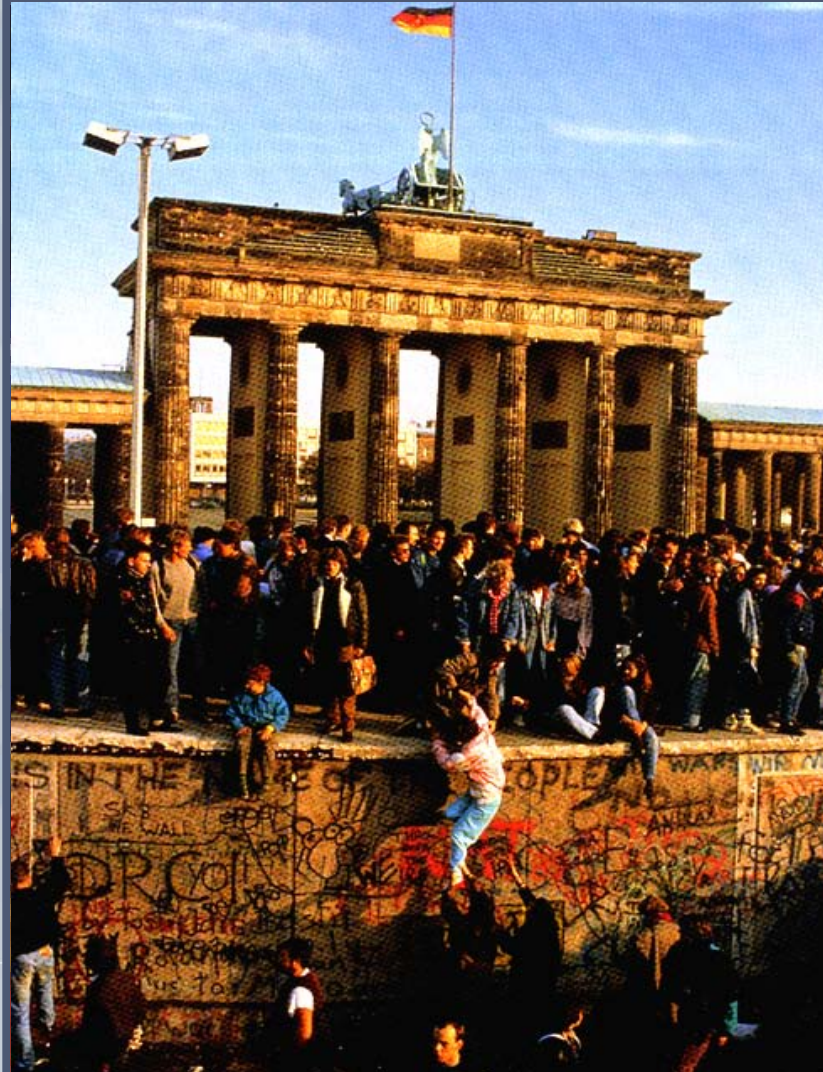


# Electoral Assistance in 1990s

Moving from a scenario where elections were primarily an **internal matter** of states

**EXTERNAL  
SCRUTINY**  
**NO**  
**EVALUATION**

## C O L D W A R DEMOCRATISATION WAVE



To a new one where a wide number of countries **reformed** their **electoral systems** and **processes**





# Electoral Assistance in 1990s

## THE KNOWLEDGE GAP



some countries were largely **unprepared** to go through **major democratic transitions**. **electoral practitioners** that feature had virtually no **access** to **comparative knowledge**, **best**

electoral institutions not always possessed the **necessary experience** and **knowledge** to **deliver** and **guarantee** **credible elections** **methodology**



# Electoral Assistance in the New Millennium

## CREDIBILITY GAP

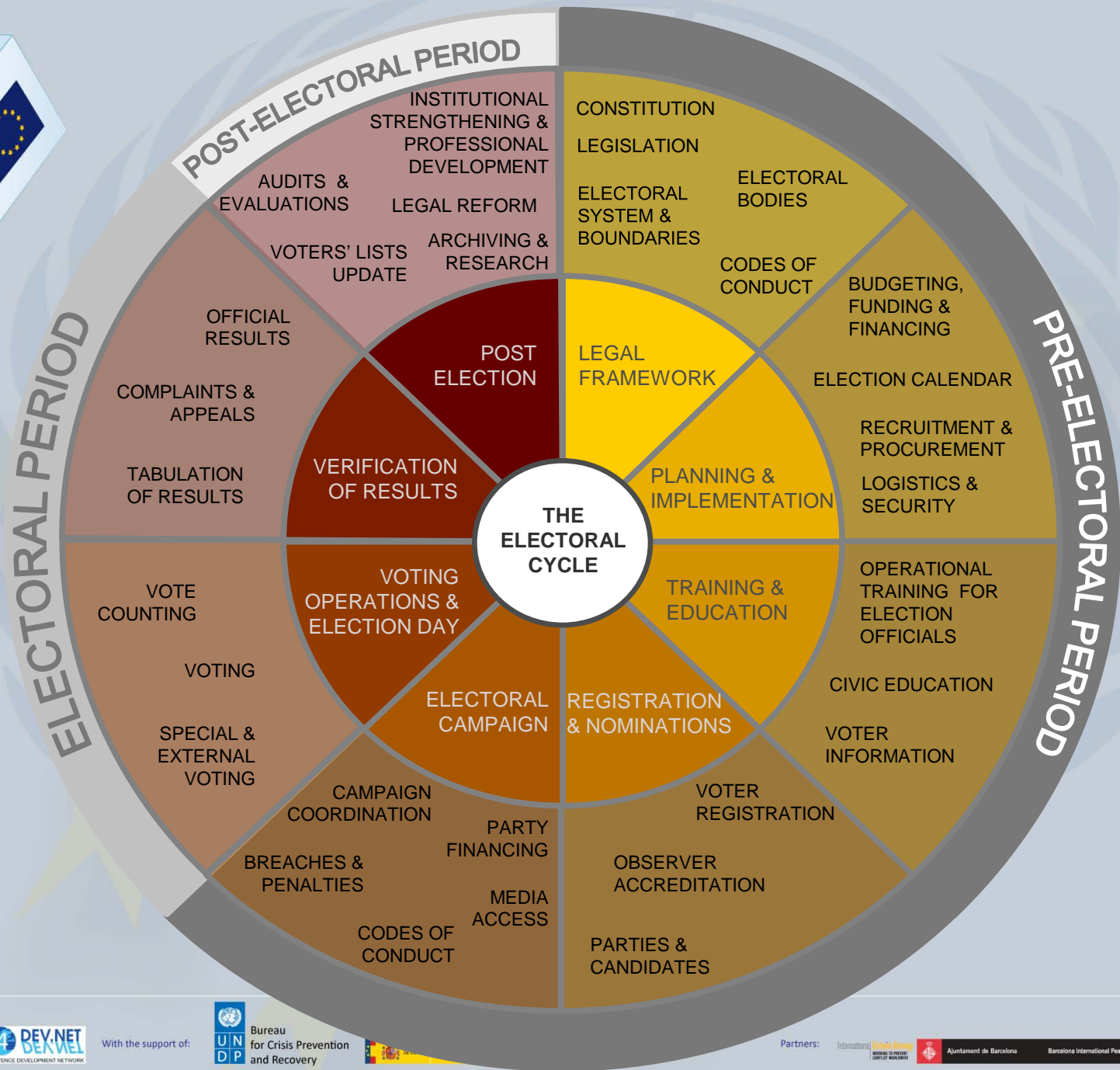


electoral  
management  
bodies  
**confront** a  
who are setting  
**transparent**  
**challenges**  
**sustainable**  
electoral  
**systems** and  
situations of  
**professional**  
**stagnation**

building the  
**trust** of the  
various  
**stakeholders**  
in the electoral  
addressing  
problems of  
**lack of**  
**retention** of  
their  
solving  
**political,**  
**memory,** and  
**financial**  
**logistical**  
**constraints**



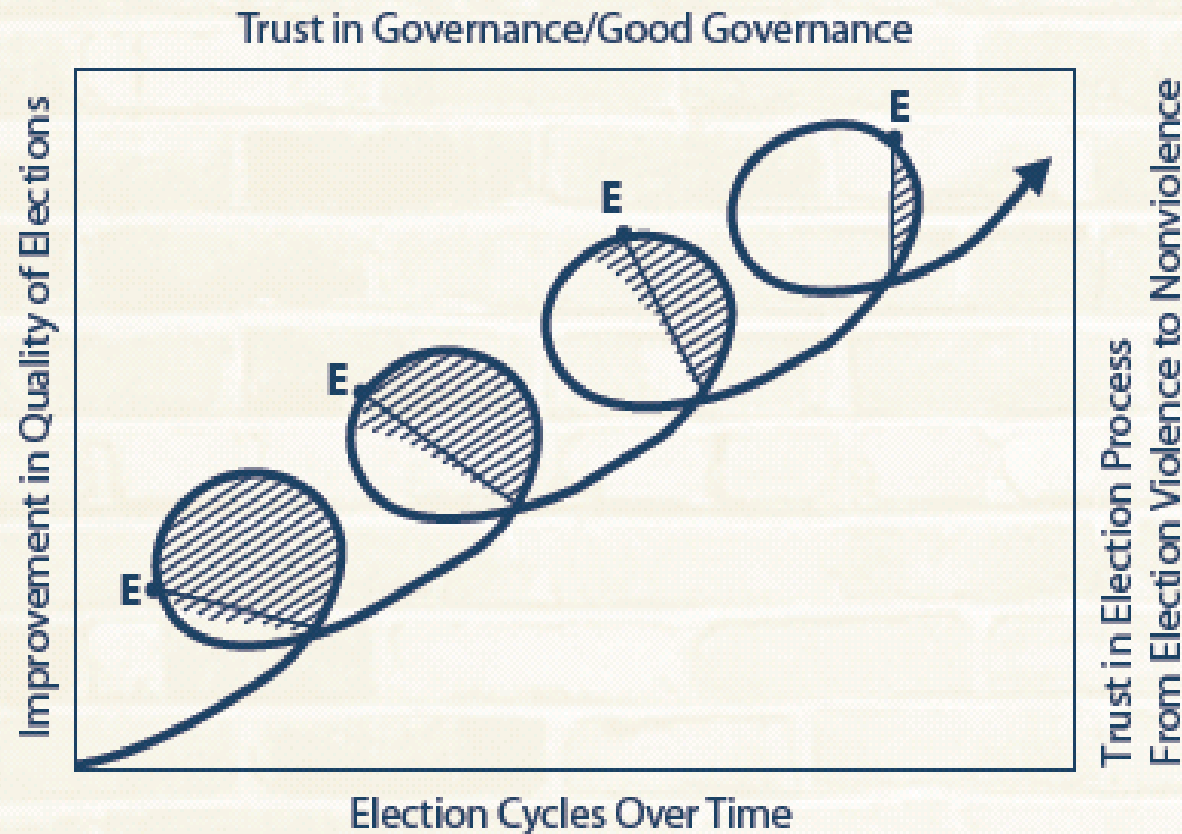
an elected  
government that  
lacks of the  
required  
legitimacy





## BOX 7

### ILLUSTRATION: CONFLICT PREVENTION OVER SUCCESSIVE ELECTORAL CYCLES



• E Election Date



Crisis Management



Proactive Elections Programming

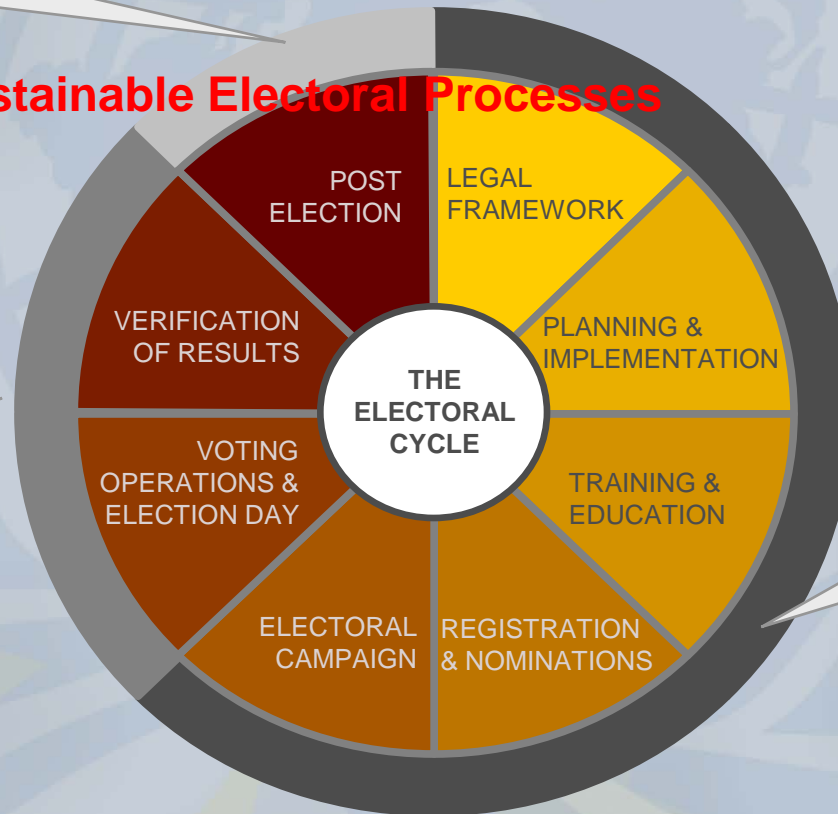


# The electoral cycle

three main segments

post-election  
period (strategy)

## Sustainable Electoral Processes

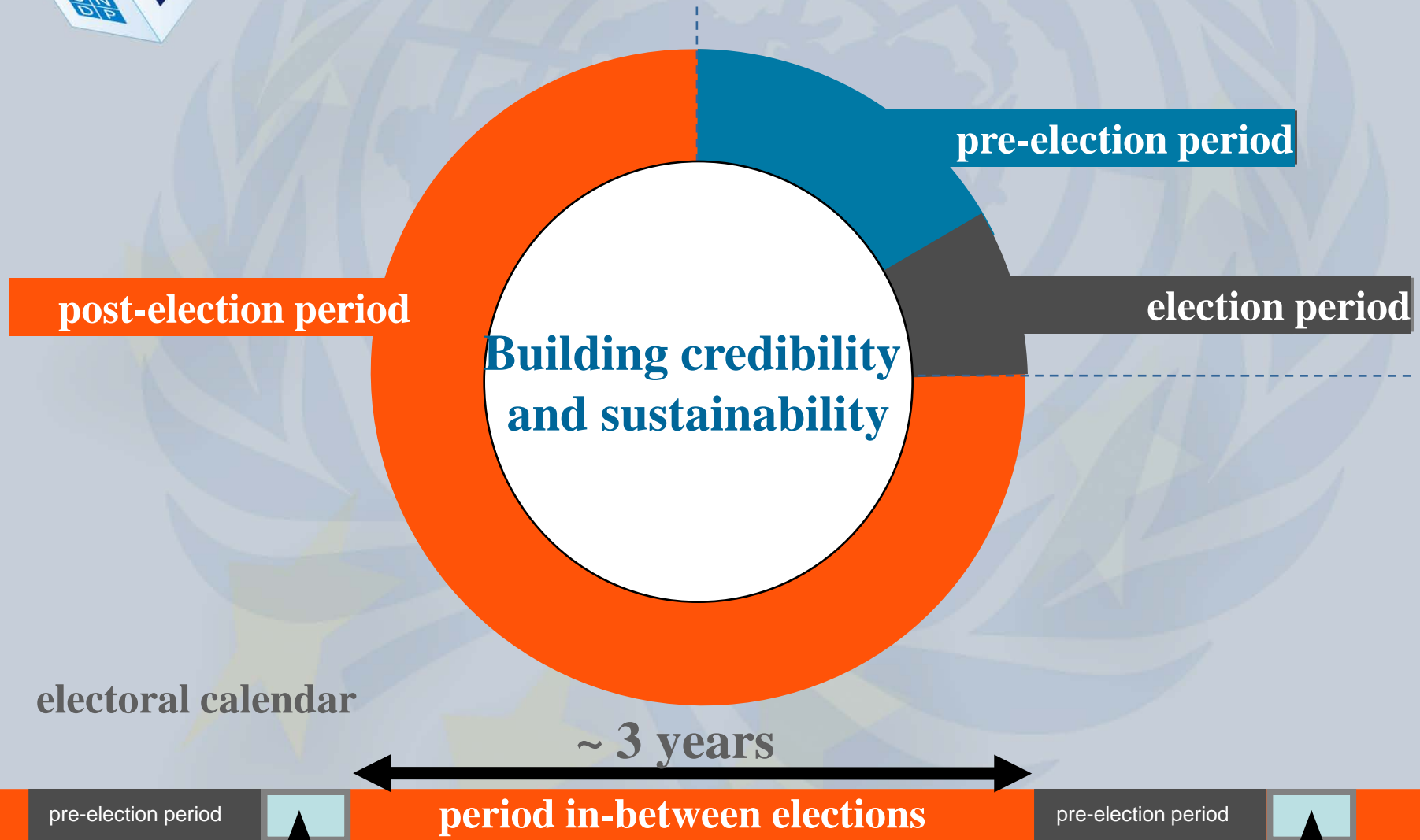


Electoral  
Period  
(operations)

Pre-electoral  
period  
(preparations)



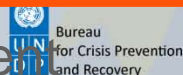
# Post-electoral period



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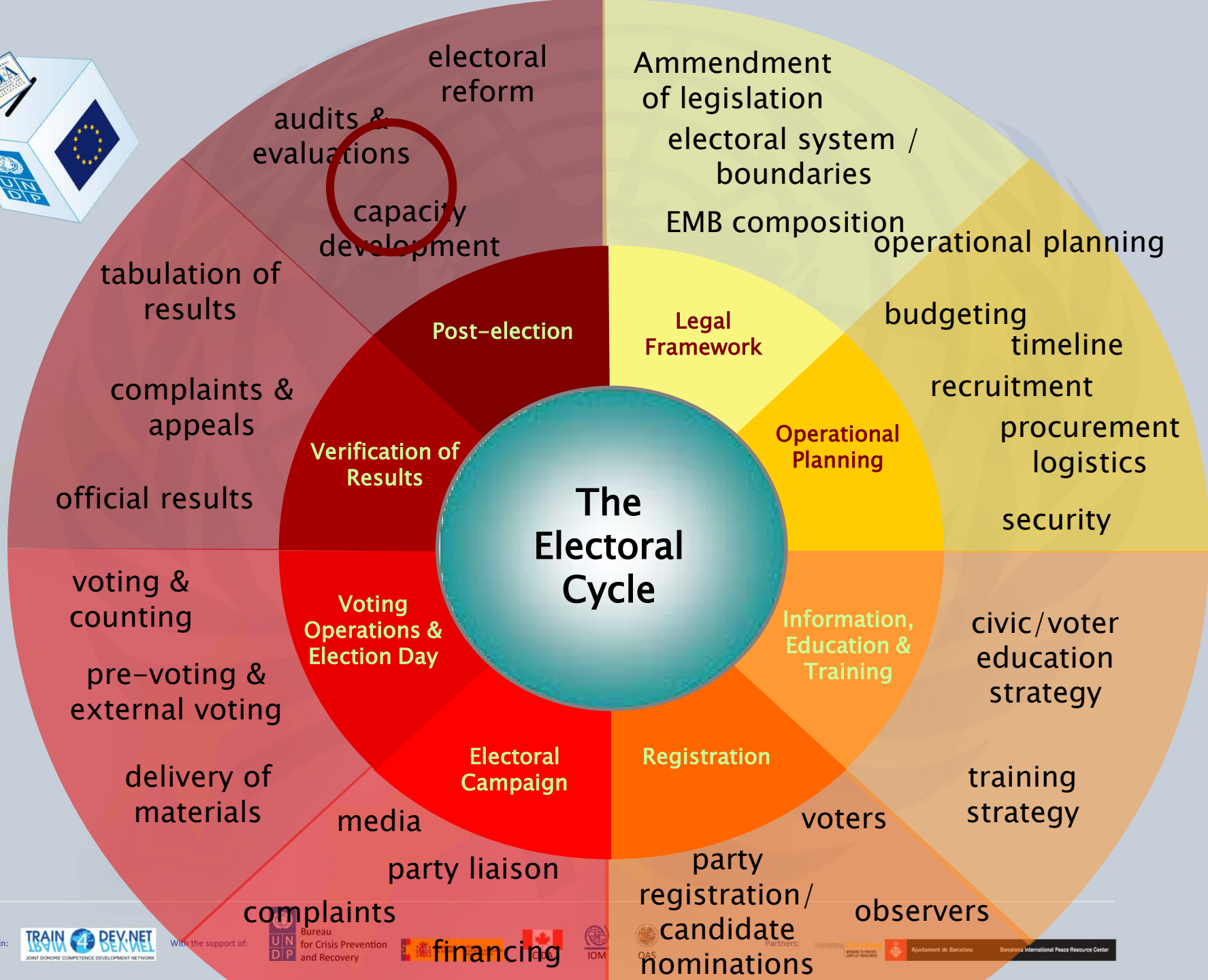


Partners:



electoral event

electoral event







# Challenges New Approach

Some internationally established election assistance have built many local capacities and elected officials and processes are sustainable and effective and expected to be in the long difficult for a national EMB to continue/meet. Unfortunately this is a consequence of the event-driven support, focusing primarily on election day.

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# *What do we mean by sustainability?*

Sustainability refers to electoral policies and practices which are:

1. cost-effective and realistic; and
2. meet the needs of stakeholders both now and in the future

**Sustainability aims to minimize reliance on external inputs and resources**



# *Sustainability*



**One of the central goals is to make international electoral assistance redundant by building locally owned capacity and by making EMBs and electoral processes and practices sustainable in the long run**



# Support to electoral event

*what could the consequences be if  
no follow-up assistance is provided  
during the post-election period?*

## PERIOD “IN BETWEEN ELECTIONS”

loss of capacity and know-how

loss of institutional memory

lack of incentives, demotivation

duplications and gaps

building of local capacity

provision of electoral support

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

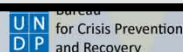
elections

elections

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Partners:







# what actions can be taken in the period between elections?

learning from evaluation,  
observer recommendations

needs assessment,  
technical evaluation  
and audits

development partner  
coordination

institution strengthening  
& capacity development  
programmes

updating voters' register  
archiving materials,  
documenting processes

upgrade or  
re-use  
technology

dialogue and  
stakeholder  
consultation

parliamentary support,  
legal reform

civic  
education  
programmes

peer review

regional networks, peer support,  
exchange programs

**elections**

**elections**



100%

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Parliamentary  
elections – 2004



Parliamentary  
elections – 2009



Parliamentary  
elections – 2014



EMB  
capacity

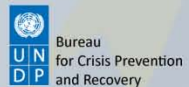
Support of  
international  
community

TIME

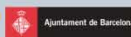
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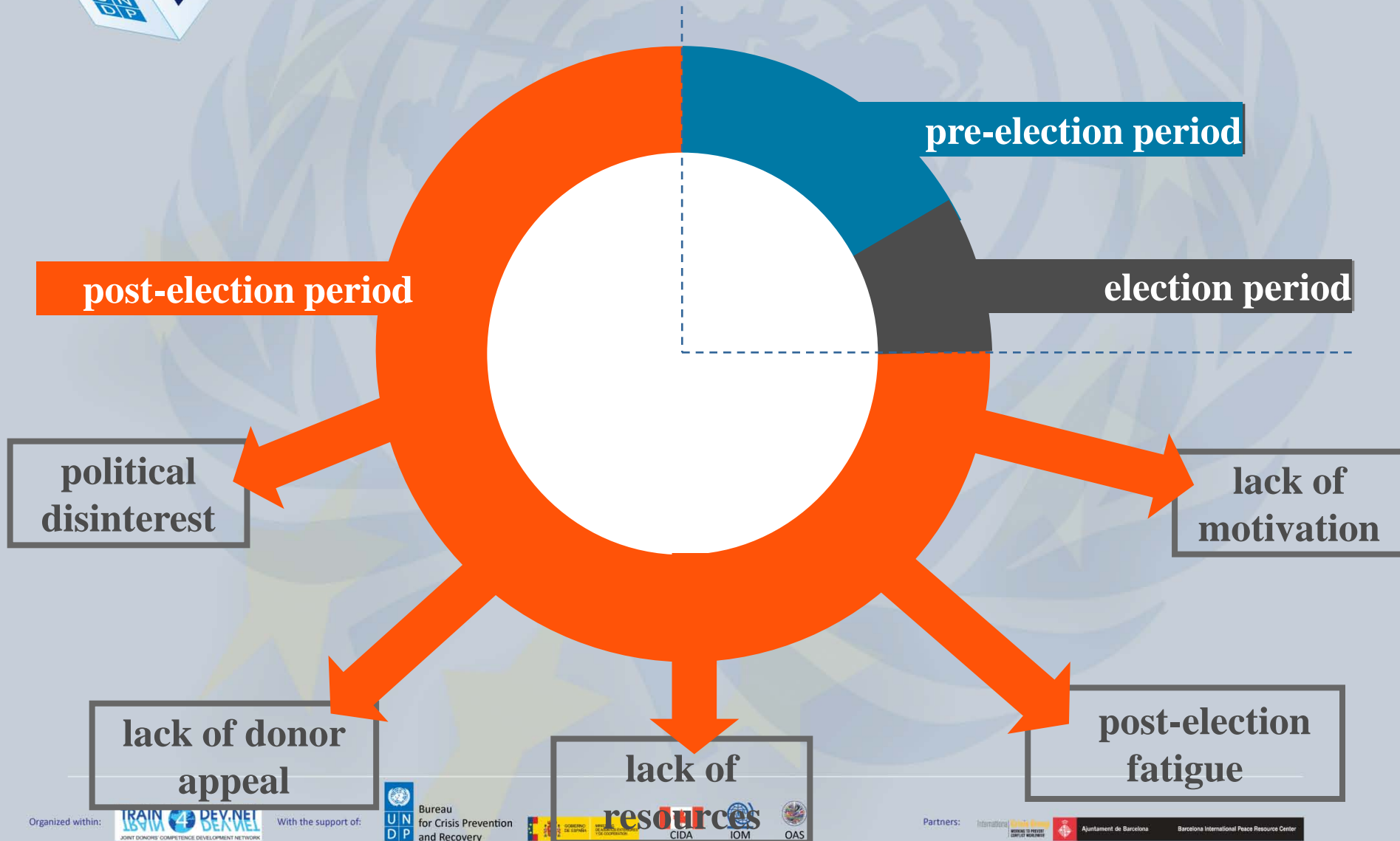


Partners:





# Inhibitors for the post-election period



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GOVERNIO  
DE ESPAÑA

resources

CIDA



IOM



OAS

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# Possibilities of the post-election period



define long-term  
**sustainable** support  
programmes

structural  
**reforms**,  
institutional  
strengthening  
and long-term  
capacity  
development

donor  
**coordination**

evaluate **lessons learned**  
and recommendations

**adopt** and **apply**  
lessons and  
recommendations

pre

**election period**

real **beginning**  
of a new cycle

there is no immediate  
operational and  
political **pressure**

opportunity for **review**,  
strategic thinking,  
planning and action



**the post-election period offers the opportunity to provide sustainable support that lasts throughout the electoral cycle**

***an easy choice..***

**need to move away from the notion of ad-hoc assistance**

**need to ensure continuity of assistance during the post-election period**

**need to plan support through a process of *thinking ahead*, rather than reacting to each electoral event as it occurs**

**need to pay more attention on role and functions of an EMB outside the immediate urgency of a specific electoral event**

**need to support electoral processes and institutions in the context of democratic governance focusing especially on parliament, media and civil society. Increase, support south-south cooperation and regional organizations of EMBs also via regional projects**



## OECD DAC NETWORK ON GOVERNANCE (GOVNET)

### First Roundtable International Support for Elections: Effective Strategies and Accountability Systems

Supported by:

United Kingdom Department for International Development (DFID)  
United Nations Electoral Assistance Division, Department of Political Affairs (UN, DPA)  
United Nations Development Programme (UNDP)  
European Commission (EC)  
International Institute for Democracy and Electoral Assistance (IDEA)

1 March 2010

OECD Conference Centre, Room CC5

## DRAFT AGENDA

OECD DAC NETWORK ON GOVERNANCE (GOVNET)

Organisation for Economic Co-operation and Development  
2, rue André Pascal 75016 Paris FRANCE



## Advancing adoption of the electoral cycle approach:

**Overcome bad spending habits.** Funders of electoral assistance should strive to overcome entrenched funding habits—including tendencies toward short-term, piecemeal, and trend-driven funding—that work against the electoral cycle approach and instead commit to long-term, comprehensive, and coordinated funding for elections work.

**Keep spreading the word.** Election assistance organizations should continue training and outreach efforts to widen and deepen understanding of the key elements and principles of the electoral cycle approach among their staff and partners.

**Align the shape of demand with the preferred shape of supply.** Partner governments, along with their election management bodies and other relevant domestic actors, should aim to align their requests for elections assistance with the basic values and principles of the electoral cycle approach.

**Avoid an elections aid ghetto.** Donors and election aid providers should more actively integrate elections assistance with the larger domain of democracy support activities, especially political party aid, legislative assistance, media assistance, civic education programs, and efforts to support domestic accountability.

## **Bolstering conformance to aid effectiveness principles:**

**Amplify the concept of ownership.** Efforts to strengthen electoral processes should be owned by the whole society in question, not just a partner government. Election aid providers should embrace a broader interpretation of local ownership as country ownership rather than government ownership.

**Learn more about impact, and act on it.** Funders and implementers of elections assistance should recognize the necessity of and commit the necessary resources for more deep-reaching evaluations of the impact of such assistance. As a greater understanding of impact becomes available, they should undertake efforts to incorporate that learning into assistance practice.

**Build on donor coordination.** The imperative for donor coordination will become even stronger as more election aid interventions follow the comprehensive electoral cycle approach. Both providers and recipients of elections assistance should



## **Enhancing policy complementarity:**

**Ground electoral aid in complementary diplomatic policies.** Policy makers should recognize the need to ground elections assistance in complementary diplomatic policies that seek to nurture or reinforce commitment on the part of partner governments to adhere to accepted electoral norms. Rooting election aid interventions in incisive political economy analyses that highlight crucial power dynamics and political constraints will assist such policy complementation.

**Take electoral risk seriously.** Funders and implementers must respond to the recent rise in electoral and post-electoral violence in diverse contexts by giving greater attention to electoral risk in the design and implementation of electoral aid interventions.

**Don't misuse electoral aid.** Election aid should be used only to promote free and fair elections, not for the sake of advancing other national policy goals, such as burnishing the legitimacy of favored partner governments.

**Respond more consistently to flawed elections.** Governments committed to