



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

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# ***Electoral Management Bodies***

*Independence, Professionalism  
and Capacity Development*

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

*Barcelona, 22-26 March, 2010*



# DEFINITION OF AN EMB

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An EMB is an organization or body which has the sole purpose of, and is legally responsible for, managing **some or all** of the elements that are *essential* for the conduct of elections.



An **EMB** has...

The Board of Commissioners

The Secretariat

# ELECTORAL MANAGEMENT STRUCTURES



**Independent  
Model  
EMBs**

**Mixed  
Model  
EMBs**

**Governmental  
Model  
EMBs**

Policy making  
component

Electoral  
implementation  
component

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# Independence

## (1) **Structural independence:**

It is a formal independence that can only be found in the constitution or the electoral law.

# Electoral Management Models of the World



## Key

Independent	55%
Governmental	26%
Mixed	15%
No national elections	



# Independence

## (1) **Structural independence:**

It is a formal independence that can only be found in the constitution or the electoral law.

## (2) **'Fearless independence/behavioural independence':**

Normative independence of decision and action that is expected of all models of EMBs in that they do not bend to governmental, political or other partisan influences on their decisions.



**What factors promote/affect independence of decision and action and influence EMB behaviour? Meaning, what is required for an EMB to be *truly* independent?**



# Factors that can of decis and influ

- legal framework that embeds EMB independence
- range of powers
- composition of EMBs\*

## When is full-time appropriate?

- workloads may be high throughout the electoral cycle
- recurring electoral activities
- ongoing voter education and information
- continuous voter registration
- continuing electoral law reforms

- Multiparty vs. expert based EMBs

## **Division of EMB appointment powers between the executive and the legislature**

- Selection, nomination appointment procedures\*
- Open advertisement and screening mechanisms
- Unilateral appointment
- Consultative appointment
- The President nominates candidates to the legislature for confirmation
- The President nominates candidates, the legislature shortlists, the President appoints
- whether the EMB has a legal personality and is able to sue and be sued
- Legislature shortlists candidates for the president, the president chooses some of them and submits back to the legislature for approval



# Values characterising professional EMBs

- **Integrity:** being non-partisan and independent and ensuring that election rules and policies are interpreted and implemented without fear and favour
- **Impartiality:** being fair and affording all stakeholders equitable and honest treatment at all times - promoting a 'level playing field' for all
- **Transparency:** ability to be open and truthful and ensuring stakeholder access to key election information and records
- **Efficiency:** optimal use of resources of all kinds to ensure sustainability
- **Service-mindedness:** maintaining high-quality services to all stakeholders: including 'special voters'



# When is an EMB Professional?
























- When it **encompasses experiences, skills and wisdom** that are necessary for understanding the workings of democracy
- When it is able to **uphold the law, principles, values and norms** for democratic elections; and
- When it is able to **deliver high quality electoral services**



# EMB Professional and the Electoral Cycle

- EMB Professionalisation takes place during each of the three key phases in the electoral cycle:
  - During the **pre-electoral period** when EMBs adopt appropriate strategic/operational plans, including staff recruitment, retention, and promotion strategies:  
*seeking out and keeping best skilled personnel*
  - **During elections** with staff training on operational issues (how to register voters, candidates, and conduct voting and vote count)
  - During the **post-electoral period** through effective staff capacity development programmes and long-term strategic planning



FOUNDATION MODULES	 Introduction to Electoral Administration	
	 Strategic & Financial Planning	
ELECTORAL ARCHITECTURE	WORKING WITH ELECTORAL STAKEHOLDERS	ELECTORAL OPERATIONS
 Legal Framework	 Access to the Electoral Process	 Voter Registration
 Boundary Commission	 Gender Issues	 Election Activities
 Electoral System	 Voter Information	 Electoral Training
 Electoral Management Design	 Civic Education	 Counting & Results
 Electoral Technology	 Media & Elections	 Post-election Activities
	 Electoral Contestants	 External Voting
	 Electoral Dispute Resolution	 Electoral Security
	 Electoral Observation	
	 Electoral Assistance	

bridge

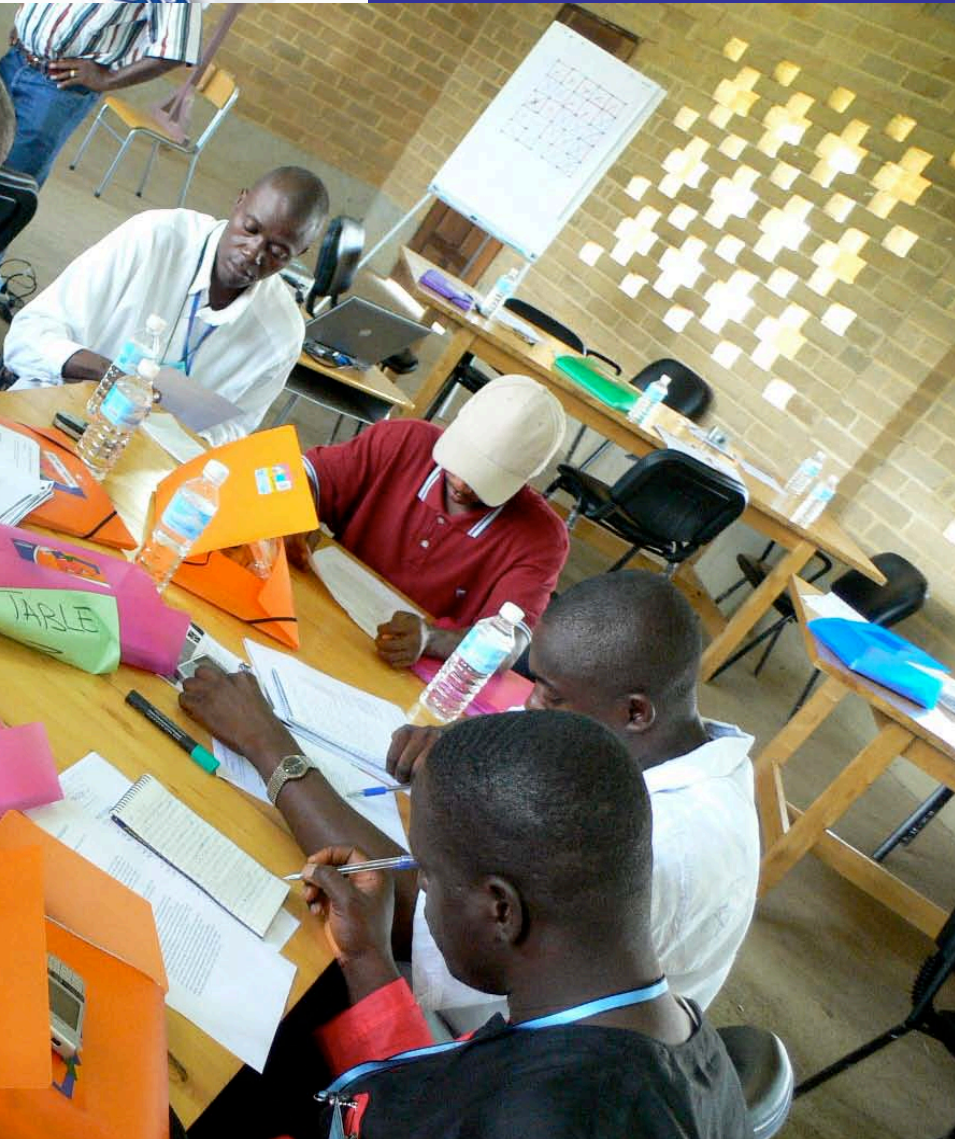


# Group Discussions





# Group Discussions



**The Role of the EMB in Preventing Election-Related Violence**

**Group A:**  
**Relationship EMB-Media**

**Group B:**  
**Relationship EMB –Political Parties**

**Group C:**  
**Enhancing Peer-to-Peer and Regional Networks of EMBs**