



European Commission
United Nations Development Programme
Joint Task Force on Electoral Assistance



EC-UNDP Workshop on

Formulating and Implementing Electoral Assistance Projects in the Context of the EC UNDP Partnership

Paul Guerin & Lucio Filippini, *Country Level Evaluation of EC-UNDP partnership*

Brussels 1 – 4 February 2011



Objectives of the Country Level Evaluation

- Assess the performance of the partnership on electoral assistance and the role of the JTF (paris declaration)**
- Country level “impact” of electoral assistance**
- Come up with recommendations to improve the partnership and electoral assistance**
- The challenges of the evaluation (partnership and results achieved, PMU left, time)**



Methodology

- **First visit to HQ to understand the expectations of partners**
- **Formulation of the EQ (Paris and Accra declaration principles)**
- **Five case studies selected (criteria)**
- **Desk review of main documents**
- **Field visits (stakeholders meetings)**
- **Findings and conclusions**
- **Final report recommendations based on evaluation findings and EC-UNDP workshop outcomes**



DRC case study first phase

- APEC 2004-2007 (*Appui au Processus electoral eu Congo – USD 422,9 millions*)**
 - Support to CEI to organise voter registration and voter education
 - Organise the legislative, presidential and provincial elections
- Strong commitment of national and international stakeholders**
- The positive role of the steering committee**
- Achievements: 25 million people registered, election took place in a peaceful environment (EUEOM)**



DRC case study second phase

- PACE 2007-2011 (*Project d'Appui au Cycle Electoral Congolais*)**
- Four components:**
 - 1 Support to *Centre National de Traitement des Données*
 - 2 Strategic planning and institutional capacity development
 - 3 Strengthening the partnership between CENI and civil society
 - 4 Operational and financial support to CENI for the local elections
- EU financed two components for a total of 4 millions USD against 47 millions of DFID**
- Long term objectives against short term**
- Reform of CENI never took place**
- Efforts focused on voter register and local elections**
- Local elections never took place**



DRC Case Study main challenges

- The role of the JTF during the formulation and implementation**
- Political deadlocks (CENI, voter list and local elections)**
- Capacity building activities were difficult to carry out**
- Training centers were not set up**
- Support to CNT was assured**
- Human resources factor**
- Constant turnover of the CTA and other experts**
- Communication issues between UNDP and EUD**
- The reporting issue (financial reporting, ATLAS)**
- Final report (not enough detailed)**
- Exclusion of the civil society organizations**
- The “integration system” with DPKO and UNDP. Accountability and sustainability when there is a peace keeping mission**



TOGO Case Study

First phase

- PEACE 2007 - 2010 (*Project d'Enregistrement et Appui au Cycle Electoral du Togo – 18 millions USD total basket found 27 USD*)**
 - 1 The strategic planning and operational and financial support to CENI,
 - 2 Development of short term and long term institutional capacity,
 - 3 Support to civil society and media,
 - 4 Securitisation of the electoral process,
 - 5 Post elections operation and sustainability of achievement.
- Late signature of contribution agreement**
- General elections took place in 2007 with no major incidents**
- Post elections operation and sustainability of achievement**
- After the election 2007 (stand by)**
- PEACE 2 in 2010. It never started due to the impossibility to reach an agreement between ruling and opposition parties on the composition of the electoral commission**



TOGO Case Study

Second phase

- PAPE 2008-2010 (*Projet D'Appui au Processus Electoral au Togo – 8,7 millions USD*)**
 - 1 The strategic planning and institutional support to CENI and national electoral structures,
 - 2 The revision of the voter list,
 - 3 Institutional strengthening of the CENI,
 - 4 The promotion of a democratic culture and support to domestic observation,
 - 5 Consolidation of electoral framework and sustainability of the results achieved
- Good practice (the post election workshop 2007)**
- Inclusion of EUEOM recommendations (but same ones)**
- Presidential elections took place in 2010 in a peaceful environment**
- Post elections stand by**



TOGO Case Study main challenges

- The role of the JTF during the formulation and implementation**
- Limited time for the implementation of the project**
- The role of the steering committee (no political leverage)**
- Good cooperation between EUD and UNDP (technical and political)**
- Good communication, good reporting, no visibility issue**
- Human resources factor (time of recruitment, duration of the contract, skills of experts)**
- No capacity development (politicized CENI), no post election activities**
- CENI frustration on procurements**
- The use of “waivers”**
- Lack of resources to carry out proper voter education**
- Political parties excluded from electoral assistance**
- Underestimation of local elections foreseen in 2011**



MOLDOVA Case Study

❑ Electoral Support to Moldova Project (2009 – 2013)

EUR 2,630,000.00 funded by UE

❑ Specific objectives:

- To strengthen institutional and functional capacities of Central Electoral Commission
- To increase efficiency of electoral information management;
- To increase participation of citizens residing abroad in the electoral process, i.e. through out-of-country voting;
- To increase electoral processes transparency by better usage of media;
- To improve electoral legislation and judicial issues



MOLDOVA Case Study

Main challenges

- Complex political situation with four elections in two years**
- Switch from long term to short term objectives at the detriment of electoral cycle and capacity building and centralised VL**
- Late start of implementation of the project**
- Late arrival of CTA and turn over of CTA with gaps in between**
- Late arrival of IT expert**
- The challenge of the voter list and E-register**
- CEC is a political institution with limited institutional capacity (IT guy left)**
- BRIDGE course held but not systematic and long term training strategy and strategic planning (no training advisor)**
- Media center increased the public confidence**
- Out of country voting. IOM played a positive role to support the MoFA but low turn out in the referendum of September 2010. A sustainable approach is needed regarding resources and capacity**



Guinea Bissau Case Study

- The original electoral support project was designed as support to the electoral cycle from 2008-10 with legislative elections in 2008 and a presidential election in 2010.**
- The project had five components:**
 - Strategic planning and financial and operational,
 - Support to the CNE, the GTAPE and other institutions involved;
 - Institutional capacity development in the short and long term;
 - Support to Civil Society Organizations and Media;
 - Post Electoral Operations and Sustainability of Achievements.



Guinea Bissau

Main challenges

- Unstable environment president assassinated (early election in 2009)**
- Shift from long term to short term objectives and little in between election activities**
- The role of the JTF in the revision of the new project document**
- Clarify roles of JTF, PALOP and UNDP Country Office in next phases**
- The difficulty to link the project document to the electoral budget**
- Achievement of short term results and limited results on the long term objectives**
- High turn over of key experts**
- Good relationship between EU and UNDP although the reporting should focus on measurable outcomes**
- New election commissioners and no permanent secretariat (difficult institutional capacity building)**



Common Trends - 1

Role of the JTF during formulation and implementation

- + Formulation (time of reaction, inclusion, ownership)
- + Knowledge of procedures
- + Facilitating the cooperation and Contribution Agreement
- - Not institutionalized body
- - Limited follow up and monitoring of the project
- - Time and resources constraints

EU-UNDP partnership

- Positive view on both sides (“natural partnership”)
- Limited knowledge of the operational guidelines and working tools
- Not always both sides understand the reciprocal policy framework
- Communication and reporting issues (narrative and financial)
- Visibility issue



Common Trends - 2

- Late start of the implementation of the project (different context)**
- Unexpected political/technical decisions that impact the implementation**
- The role played by the steering committees (political leverage)**
- Long term and short term objectives (objectives, benchmarks, outcomes)**
- Institutional and individual capacity building issue**
- A politicised EMB - Lack of a technical and permanent secretariat within the EMB**
- Human resources factor (selection, skills, length of the contract, training, evaluation etc)**
- EUEOM recommendations and electoral assistance**



Recommendations

What would you do to improve the partnership and the electoral assistance?



Proposed Recommendations

- Accelerating the process to start the project (through lobbying? How?)**
- Reinforce the organic of JTF on the UNDP and EC sides**
- Institutionalise the JTF**
- Less and longer missions, more follow up, help desk, end of project missions**
- How to use the political leverage (prerequisites of electoral assistance)**
- Revise the ProDoc whenever is necessary**
- Relate the project budget to the electoral budget (components and sub-activities should be translated in activities in the ATLAS system)**
- Dividing the ProDoc (and electoral budget) according to short terms, medium terms and long terms objectives**
- Elaborate a detailed plan on capacity building component (individual, institutional, tools etc)**
- Systematise the synergies between electoral assistance and EUEOM**
- How to make realistic and applicable EUEOM recommendations?**



Human Resources

- **Selection of the candidates (timing, participatory approach, right qualifications, pre and post electoral activities).**
- **Training the PMU on the spot (and CO and ECD) on FAFA, ATLAS, Operational guidelines, project reporting, electoral budget etc**
- **Including the capacity building in electoral experts trainings (BRIDGE)**
- **Long Term contract; at least the CTA should stay six month after the project (different expertise)**
- **The CTA should be assisted by a project administrator**
- **The PMU should write a detailed workplan based on the ProDoc**
- **Hand over of the experts (the end of mission report)**
- **Evaluation of the experts included in the ProDoc.**



Country Level Evaluation of EC-UNDP Partnership

working group discussion