EC-UNDP Workshop on

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

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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 électoral 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. Securisation 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
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
 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
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)
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
- 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