Capacity Development and Electoral Management Bodies

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The biggest challenge for capacity development

• How do you get 1000s of voluntary staff to act uniformly (in line with legal and administrative standards) on a single day across all (or most) polling stations?

• On Election Day the polling station is FAR from headquarters: limited control or intervention

• The process of capacity development doesn’t start at the polling station, but it has the greatest impact there
Timing and Scope of Capacity Development

- Professional Development
  - Few over long time

- Operational Training
  - Many over short time
The people involved?

• Headquarters
  – Commissioners/Leadership
  – Secretariat/Specialists/Support
• Regional Offices
  – “Jacks of All Trades”
• Local Offices
  – Lowest level of Management
• Polling stations Management + Staff
When should PD Occur?

- Conceptual Development
- Pre-election period
- Involvement in Strategic Planning
- Post-election period
- Personal Development Plans
- Pre-election period
- Time to Recover
- Post Election Evaluation
- Pinpoint needs

Apply Professional Development to improve implementation of programmes.
Needs Assessments

• Conducting a needs assessment is integral to the process of capacity development
• Speak to people “involved” = staff themselves
• Speak to people “affected” = recipients of services
• Check past recommendations
• Assess institutional priorities
• Re-check the mandate
Competency Assessment

- Commissioner of EMB
- Presiding Officer

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<th>Skills</th>
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How adults learn (Kolb)
SA 2006 Learning Model

**SKILLS SURVEY**

**LEVEL 1**
- ONBOARDING
  - Acquisition of Base Knowledge/Orientation

**LEVEL 2**
- SELF-DIRECTED LEARNING
  - Acquisition of Knowledge

**LEVEL 3**
- INSTRUCTOR LED TRAINING
  - Simulation of Skills

**LEVEL 4**
- ON-THE-JOB Application

**LEVEL 5**
- CERTIFICATION
Build the **internal** learning capacity of the organisation!
Building the “Training” Function

- Human resource function (generic + operations)
- Shared training function (operations)
- Specialised training unit (operations)
- “Corporate University”—standalone training structure with separate mandate for operational training and professional development
Competency Model for Learning Professionals
### Foundation Modules

- Introduction to Electoral Administration
- Strategic & Financial Planning

### Electoral Architecture

- Legal Framework
- Boundary Administration
- Electoral Systems
- Electoral Management Design
- Electoral Technology

### Working with Electoral Stakeholders

- Access to the Electoral Process
- Gender & Poverty
- Voter Information
- Civic Education
- Media & Elections
- Electoral Contestants
- Electoral Dispute Resolution
- Electoral Observation
- Electoral Assistance

### Electoral Operations

- Voter Registration
- Pre-election Activities
- Election Training
- Polling & Results
- Post-election Activities
- External Voting
- Electoral Security

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In Conclusion...

• Investing in people pays over the long term
• Be clear how it impacts on the lowest level of operations
• Must be tied to institutional priorities and mandate
• Has individual and strategic dimensions
• Develops elections as a profession