



# Capacity Development and Electoral Management Bodies

**Rushdi Nackerdien**  
**Senior Programme Officer**  
**International IDEA**

**Accra, Ghana: 29 June – 3 July 2009**

Organized within:



In collaboration with:



CIDA  
Canadian International Development Agency



IOM  
International Organization for Migration



OAS  
Organization of American States



# 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



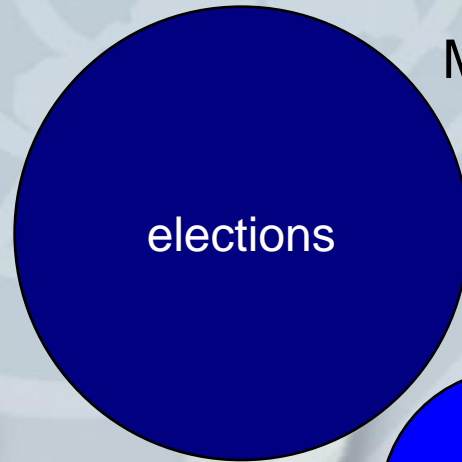
# Timing and Scope of Capacity Development

- Professional Development



Few over long time

- Operational Training



Many over short time



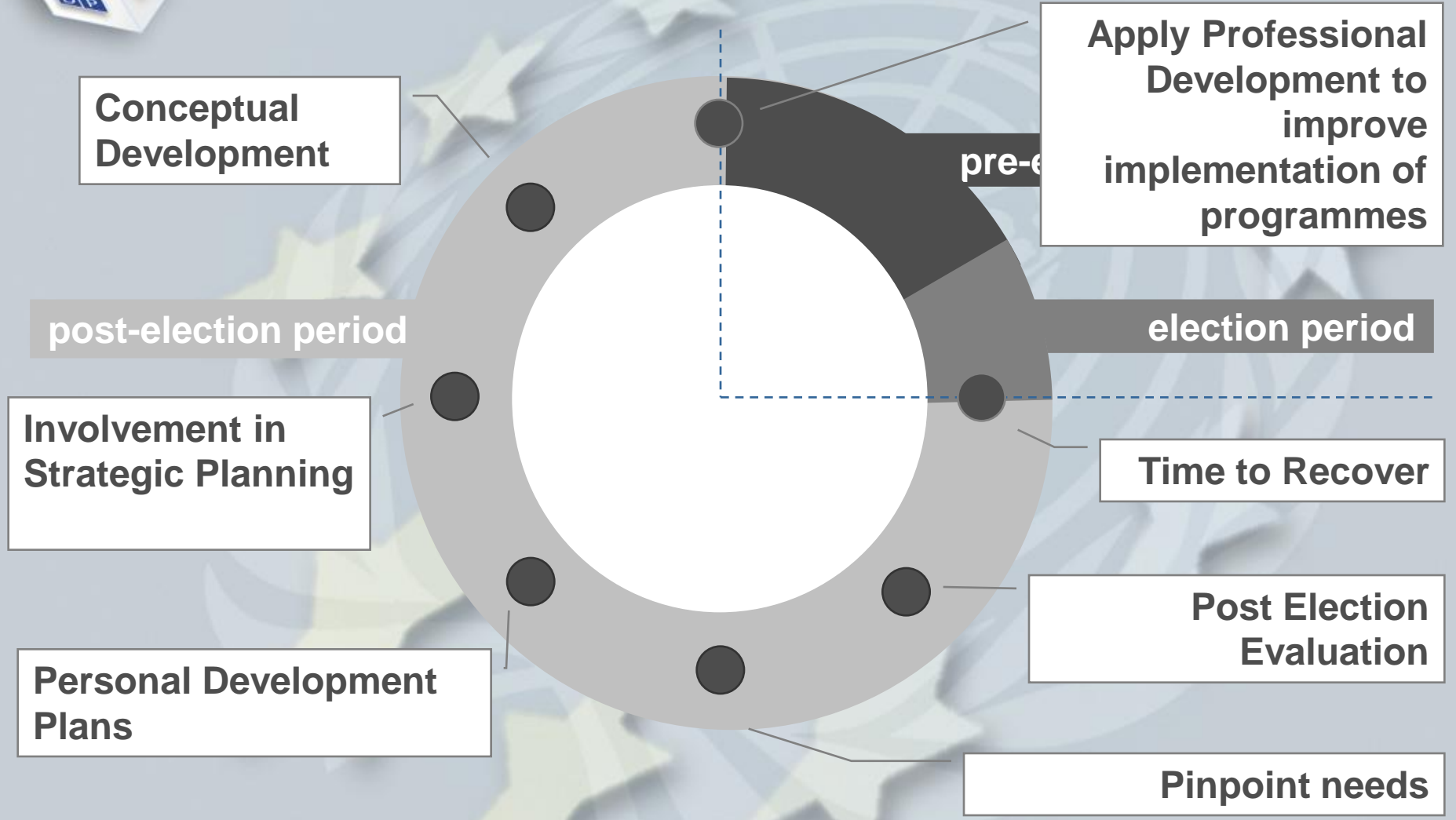


# The people involved?

- 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?







# 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



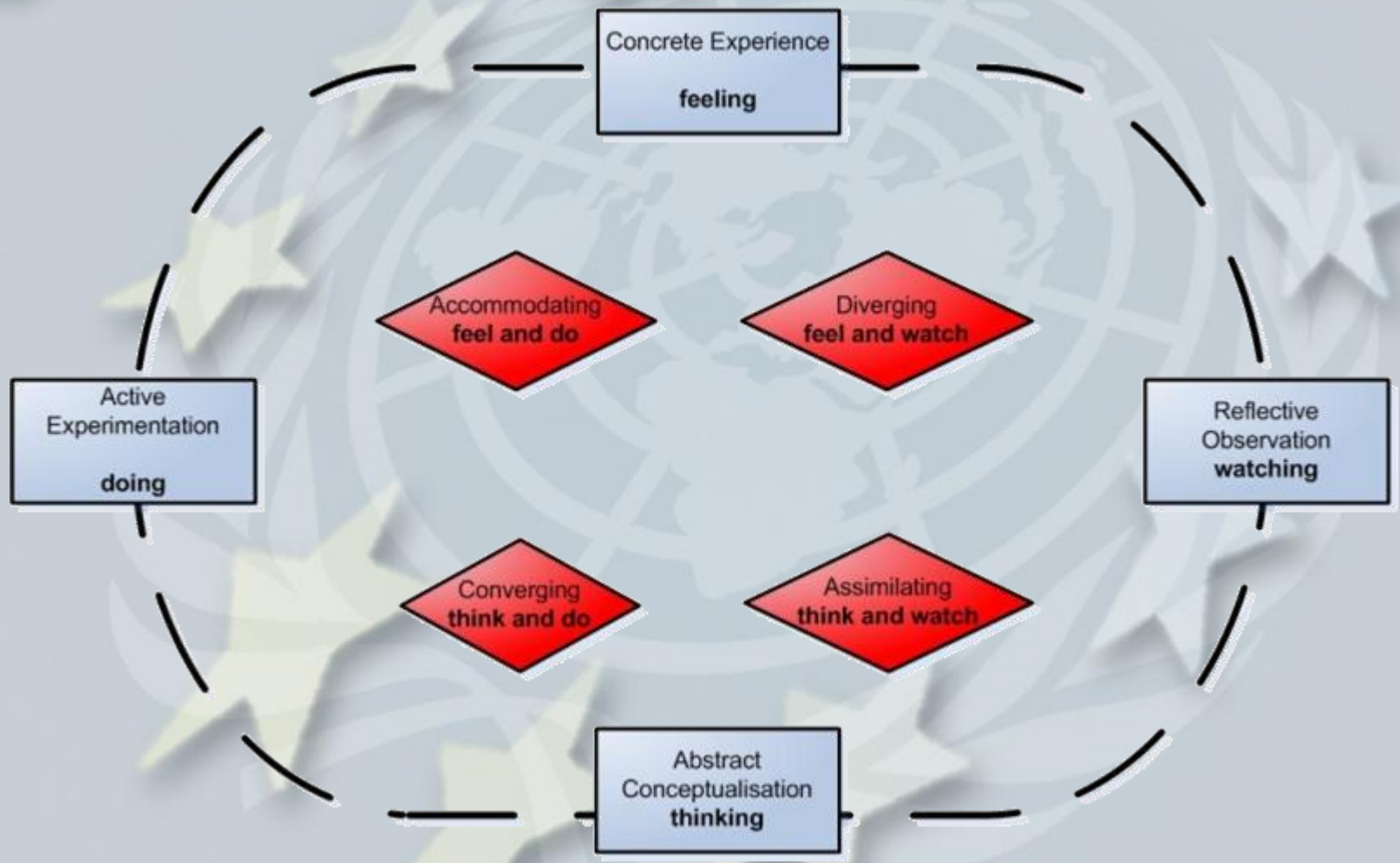
# Competency Assessment

- Commissioner of EMB
- Presiding Officer

Knowledge	Skills	Attitude



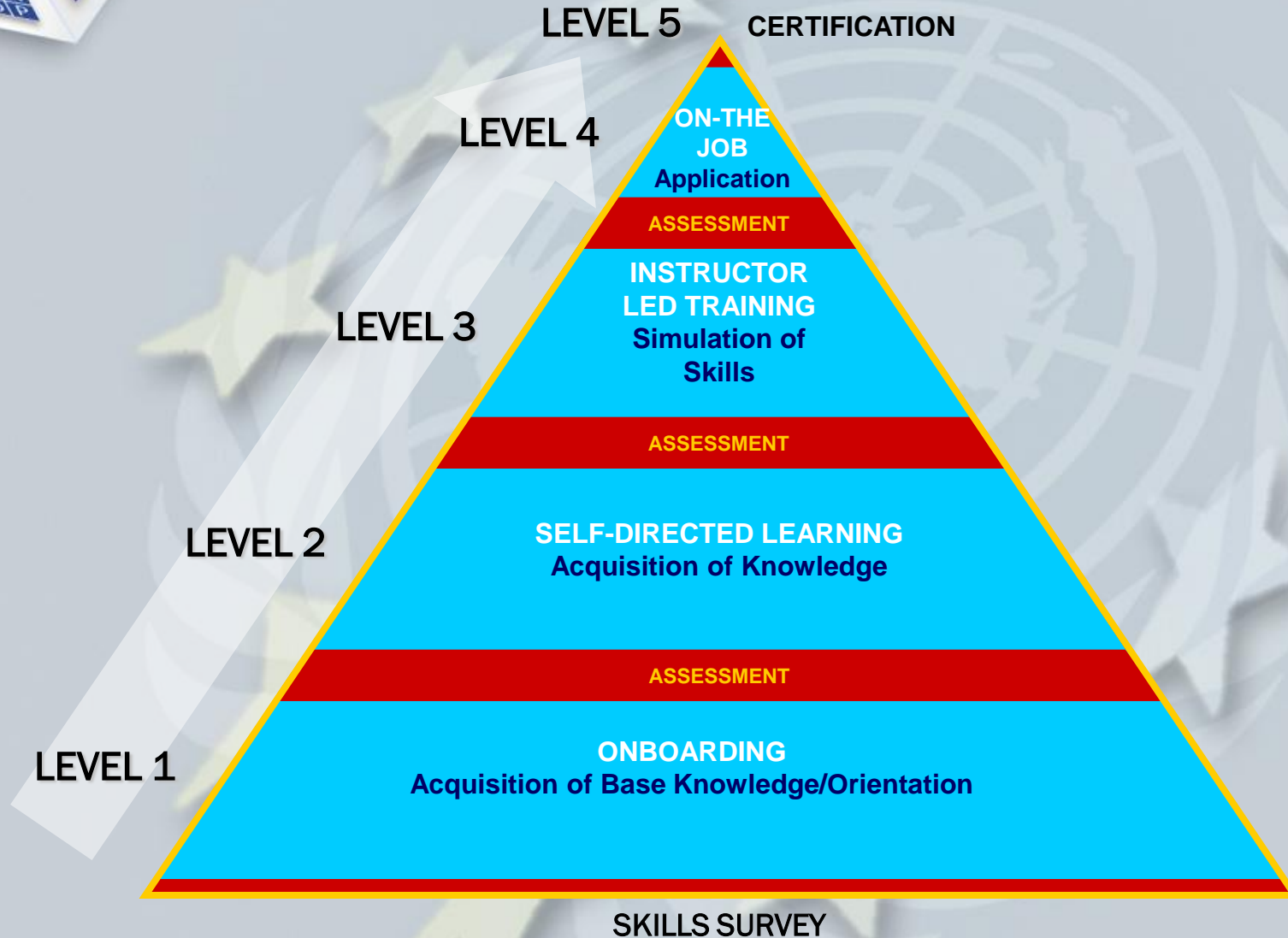
# How adults learn (Kolb)







# SA 2006 Learning Model





# Build the internal learning capacity of the organisation!

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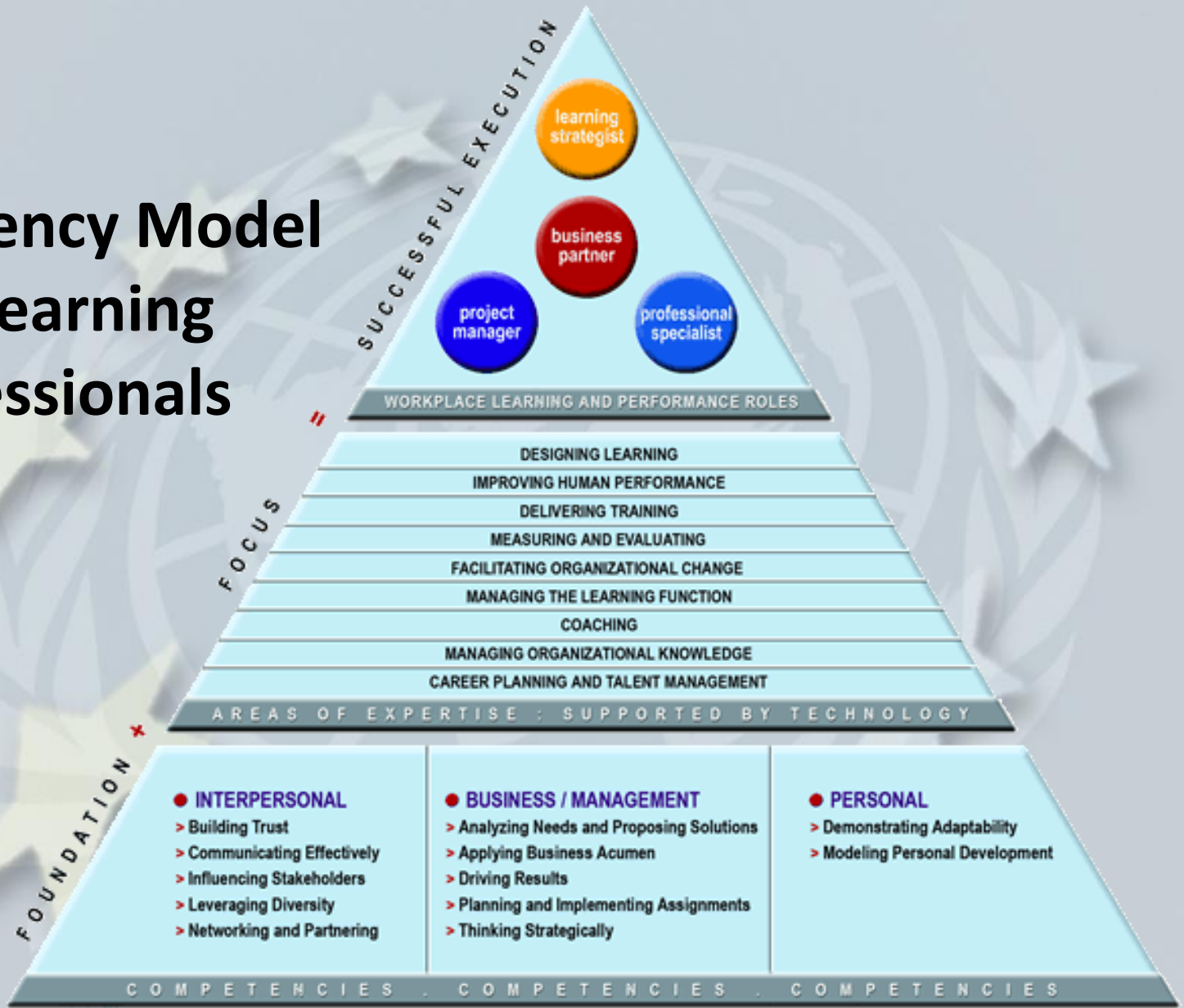


# Building the “Training” Function

- 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 Commission
	Electoral Systems
	Electoral Management Design
	Electoral Technology
WORKING WITH ELECTORAL STAKEHOLDERS	Access to the Electoral Process
	Gender & Elections
	Voter Information
	Civic Education
	Media & Elections
	Electoral Contestants
	Electoral Dispute Resolution
	Electoral Observation
	Electoral Assistance
ELECTORAL OPERATIONS	Voter Registration
	e-election Activities
	Electoral Training
	Polling & Results
	Post-election Activities
	External Voting
Electoral Security	

bridge





# 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