Joint Training on Effective Electoral Assistance

Day 2

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Post Elections
Effective Electoral Assistance
- challenges?

- in the past: a limited comparative documentation in terms of content, methodology and approach
- the link between electoral assistance programs and democratic governance and development programs has not been firmly established
- event-driven support has meant that long term development goals have sometimes been lost and that the transfer of skills not so effective
- strengthening EMB capacity is a better long term investment than ad hoc contributions to electoral events
- “effectiveness” “sustainability” “capacity building” are way forward, more difficult to turn these concepts into practice
- More recently: development of ‘the Electoral Cycle™’ conceptualised by IDEA-UNDP-EC, has resulted in better coordination
How do we address the challenges of electoral assistance?

• Learning lessons, building consensus among stakeholders and shifting to a new approach - taking on board recommendations from observers and peer reviews and basing programs on the electoral cycle approach

• Re-orienting development partners through training which aims to harmonise efforts in assessing needs, designing, implementing and evaluating programs e.g IDEA-EC-UNDP Joint Training Courses on Effective Electoral Assistance

• Disseminating existing body of knowledge, best practice and case studies - key texts EC methodological guidelines, publications from IDEA, IFES & UNDP......and generating new knowledge through ACE thematic and regional dimensions

• Preparing electoral stakeholders to make informed decisions about upgrading technology e.g conducting “pilot” feasibility tests

• Fostering networks - generating and sharing knowledge, peer support, exchange programs e.g ACE Regional Resource Centres

• Strengthening institutions’ credibility through professionalism by making capacity development tools available for national programs - e.g Information, Education & Training Resource Centre, BRIDGE

• Archiving and documenting so we have a reference for the future - e.g ACE

• Evaluating assistance in more depth to see where it is more or less effective e.g surveys, assessment and evaluation tools
The Electoral Cycle

- Verification of Results
- Voting Operations & Election Day
- Electoral Campaign
- Registration
- Information Training & Education
- Operational Planning
- Legal Framework
- Post-election

The Electoral Cycle includes phases such as verification of results, voting operations, electoral campaign, registration, information training & education, operational planning, legal framework, and post-election.
The Electoral Cycle

- Verification of Results
- Voting Operations & Election Day
- Electoral Campaign
- Registration
- Media
- Party Liaison
- Financing
- Civic/Voter Education Strategy
- Observers
- Party Registration/Candidate Nominations

Legal Framework

- Amendment to legislation
- Electoral System/Boundaries
- EMB Composition

Operational Planning

- Operational Planning
- Budgeting
- Timeline
- Recruitment
- Procurement
- Logistics
- Security
- Training
- Strategy

Audits & Evaluations

- Audits & Evaluations
- Capacity Development
- Tabulation of Results
- Complaints & Appeals
- Official Results

Post-election

- Post-election
- Voting & Counting
- Pre-voting & External Voting
- Delivery of Materials

Electoral Reform

- Electoral Reform
- Audits & Evaluations

Information, Education & Training

- Information, Education & Training
- Civic/Voter Education Strategy
- Observers
- Party Registration/Candidate Nominations
electoral cycle
three main segments

sustainable electoral support

pre-election period (preparations)

post-election period (strategy)

election period (operations)
post-election period
sustainable electoral support

pre-election period
3, 4 or 5 years
election period
period in-between elections

electoral calendar

pre-election period
3, 4 or 5 years
pre-election period

electoral event
**post-election period**

sustainable electoral support

- define long term sustainable support programmes
- discuss reforms, structural changes, how to undertake institutional strengthening and long-term capacity development
- evaluate lessons learned and recommendations, consolidate and capitalise from gains of previous phases
- adopt and apply lessons and recommendations, and implement programmes
- real beginning of a new cycle
- there is no immediate operational and political pressure
- an opportunity for review, strategic thinking, planning and action

- election period

pre-election period
post-election period

inhibitors

pre-election period

lack of motivation

lack of appeal

lack of political will

post-election fatigue

lack of resources
Cultivating a Positive Institutional Culture

Virtuous Spiral - Enablers
✓ peer support / networks
✓ trust
✓ motivate and retain staff
✓ pride / self-esteem
✓ professional development opportunities and support
✓ incentives, affirmation, validation, feedback
✓ accessible archive, handover, induction
✓ team-building, retreats, joint initiatives
✓ effective management of stakeholder relations
✓ institutional support / protection if something goes wrong
✓ access to information, resources, tools and effective communication

Vicious Spiral - Inhibitors
X lack of effective communication
X no clear objectives/ goals / vision
X poor management / allocation of resources
X poor skills-job match
X lack of incentives / promotion / progression
X high staff turnover
X low individual / institutional esteem
X lack of institutional memory / no exit interviews
X poor stakeholder relations
X lack of transparency / accountability / fairness
some considerations...
15 years of electoral support

Interventions were often guided more by short-term policy objectives than by long-term development cooperation strategies. There was a tendency to target elections as isolated events, rather than as part of a process.
the choice is between **event-driven support** and **process-driven support**

**E F F E C T I V E**

**E L E C T O R A L**

**A S S I S T A N C E**

**process-driven support**

**event-driven support**
an easy choice...

- The post-election period offers the opportunity to provide sustainable support that lasts throughout the electoral cycle.

- Need to move away from the notion of ad-hoc assistance.

- Need to ensure continuity of assistance during the post-election period.

- Need to plan support through a process of *thinking ahead*, rather than reacting to each electoral event as it occurs.

- Need to pay more attention on role and functions of an EMB outside the immediate urgency of a specific electoral event.
event-driven electoral support

what could the consequences be if no follow-up assistance is provided during the post-election period?

PERIOD “IN BETWEEN ELECTIONS”

- loss of capacity and know-how
- loss of institutional memory
- lack of incentives, demotivation
- duplications and gaps
- building of local capacity
- provision of electoral support

YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5

elections | elections
## Process-driven Electoral Support

### What actions can be taken in the period between elections?

<table>
<thead>
<tr>
<th>Learning from evaluation, observer recommendations</th>
<th>Needs assessment, technical evaluation and audits</th>
<th>Development partner coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution strengthening &amp; capacity development programmes</td>
<td>Updating voters' register, archiving materials, documenting processes</td>
<td>Upgrade or reuse technology</td>
</tr>
<tr>
<td>Dialogue and stakeholder consultation</td>
<td>Parliamentary support, legal reform</td>
<td>Civic education programmes</td>
</tr>
<tr>
<td>Peer review</td>
<td>Regional networks, peer support, exchange programs</td>
<td></td>
</tr>
</tbody>
</table>

**Note:**
- **Elections**
- **Elections**