European Commission
United Nations Development Programme
International IDEA

Joint Training on
Effective Electoral Assistance

DAY 2
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Post Elections

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Day 2

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
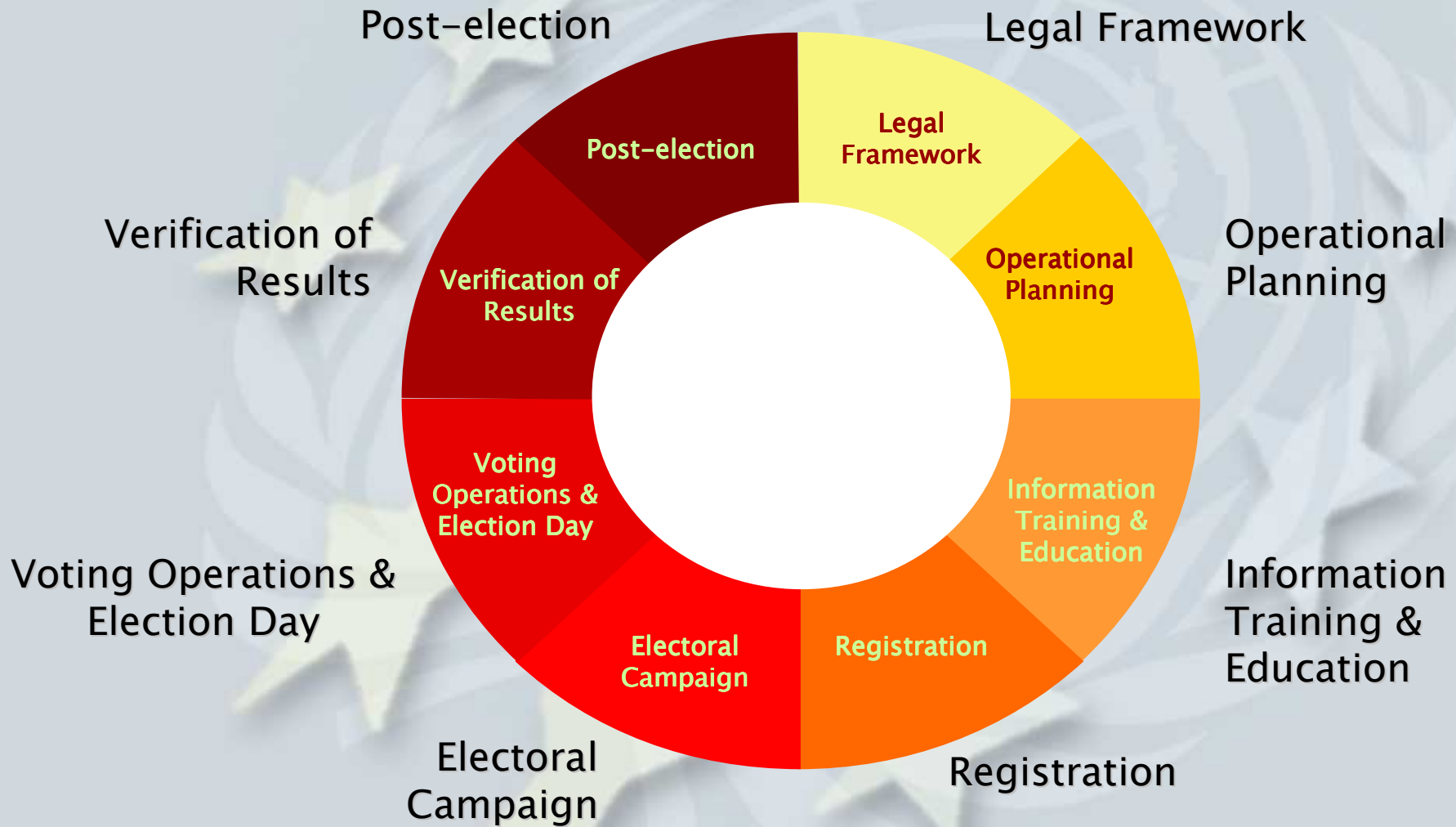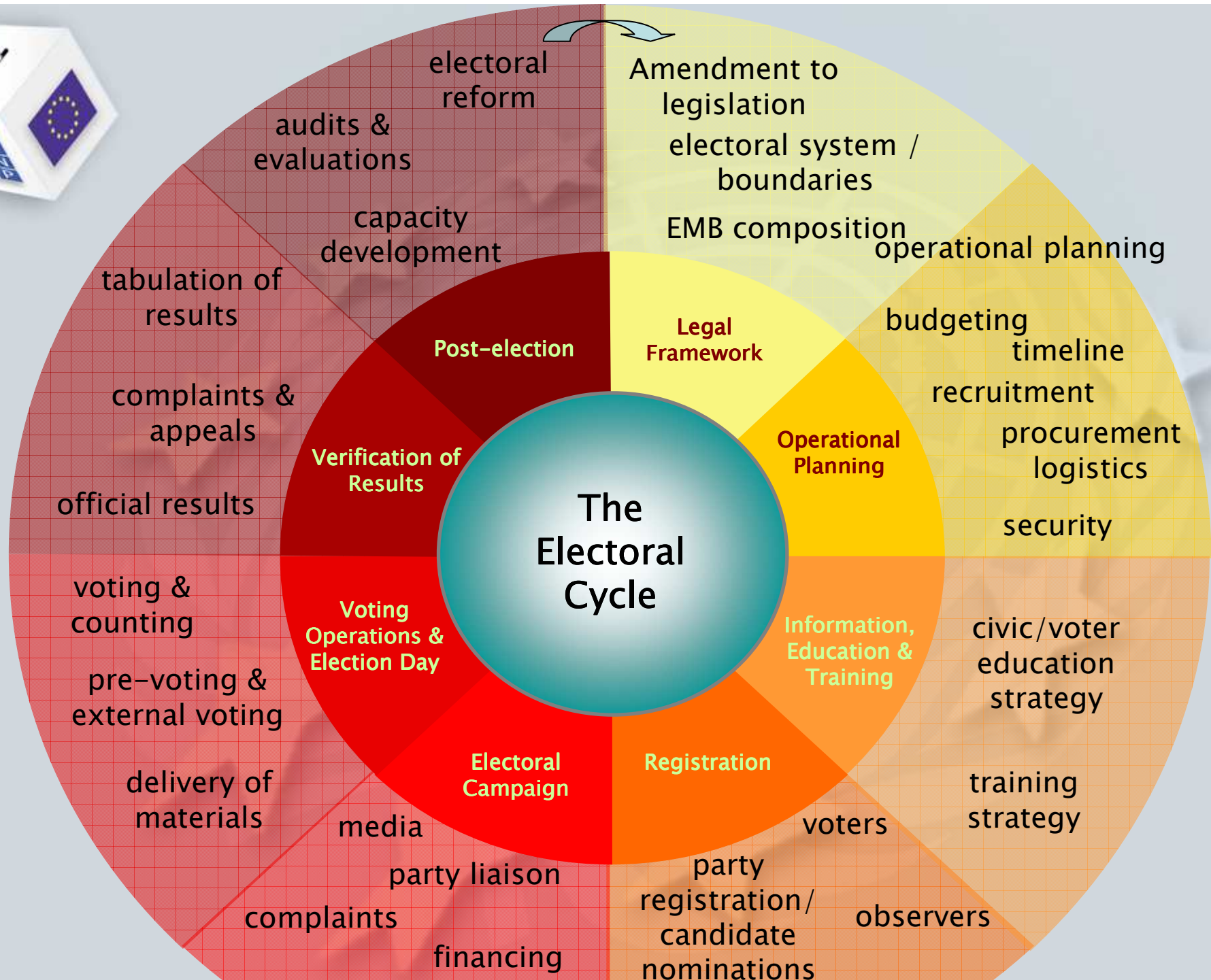
How do we address the challenges of electoral assistance?

- 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*
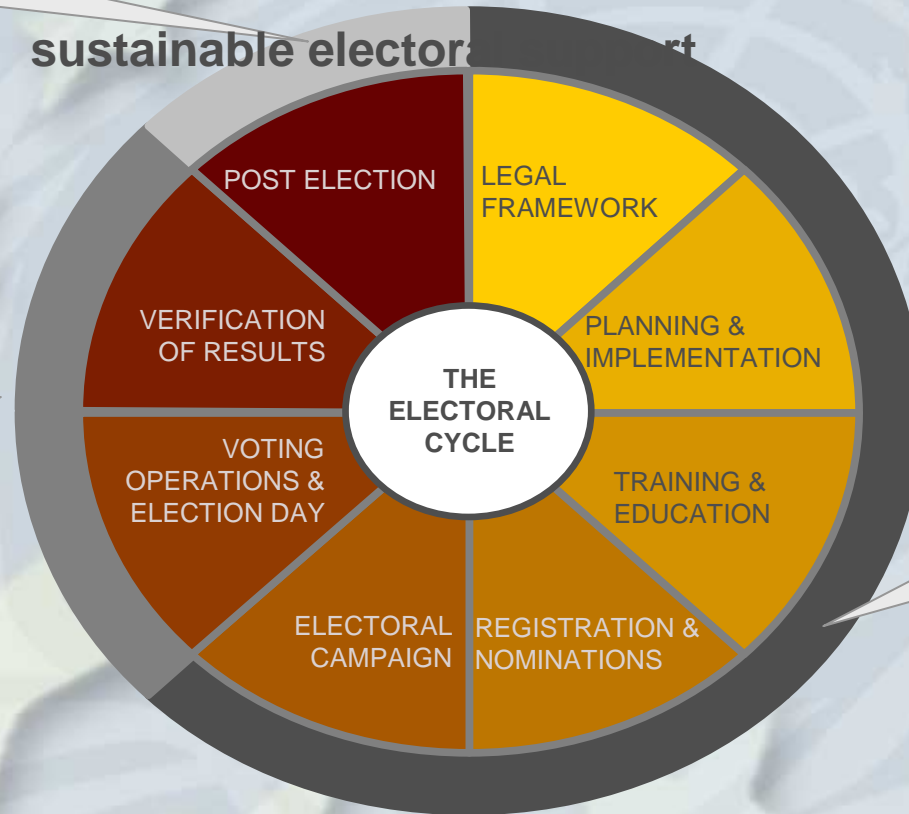
The Electoral Cycle

The Electoral Cycle

Legal Framework
- Amendment to legislation
- electoral system / boundaries
- EMB composition

Operational Planning
- operational planning
- budgeting
- timeline
- recruitment
- procurement logistics
- security

Information, Education & Training
- civic/voter education strategy
- training strategy
- observers

Registration
- voters
- party registration/ candidate nominations

Electoral Campaign
- media
- party liaison
- complaints
- financing

Voting Operations & Election Day
- voting & counting
- pre–voting & external voting
- delivery of materials

Verification of Results
- official results
- complaints & appeals
- tabulation of results

Post-election
- electoral reform
- audits & evaluations
- capacity development

electoral cycle

three main segments

post-election
period (strategy)

sustainable electoral support
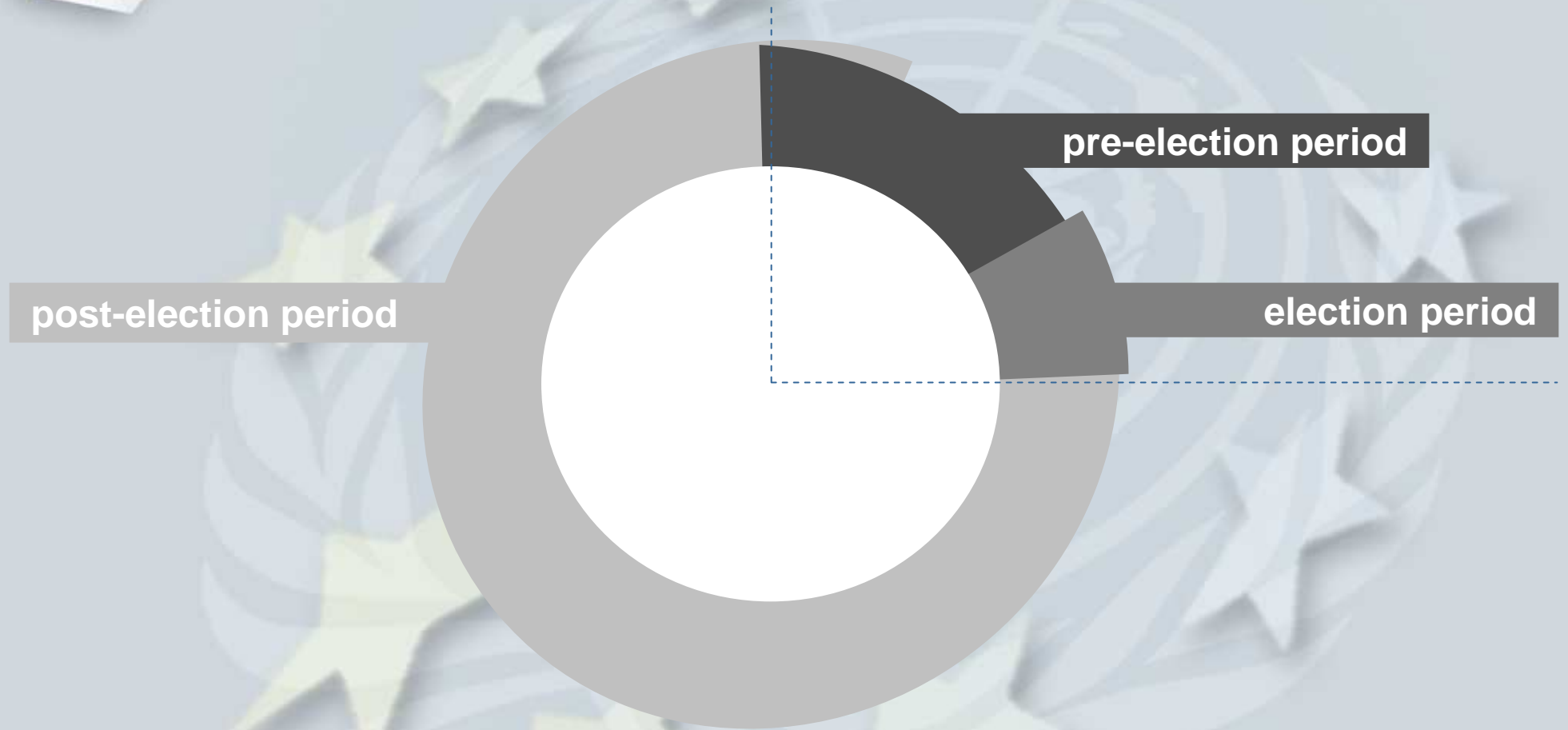
election period
(operations)

PRE-ELECTION

pre-election
period
(preparations)

(ELECTIONS)

POST ELECTION

LEGAL FRAMEWORK

VERIFICATION OF RESULTS

PLANNING & IMPLEMENTATION

THE ELECTORAL CYCLE

VOTING OPERATIONS & ELECTION DAY

TRAINING & EDUCATION

ELECTORAL CAMPAIGN

REGISTRATION & NOMINATIONS

post-election period
sustainable electoral support

pre-election period

post-election period

election period

electoral calendar

3, 4 or 5 years

pre-election period

period in-between elections

pre-election period

electoral event

electoral event

post-election period
sustainable electoral support

define long term sustainable support programmes

adopt and apply lessons and recommendations, and implement programmes

discuss reforms, structural changes, how to undertake institutional strengthening and long-term capacity development

pre...

election period

real beginning of a new cycle

there is no immediate operational and political pressure

evaluate lessons learned and recommendations, consolidate and capitalise from gains of previous phases

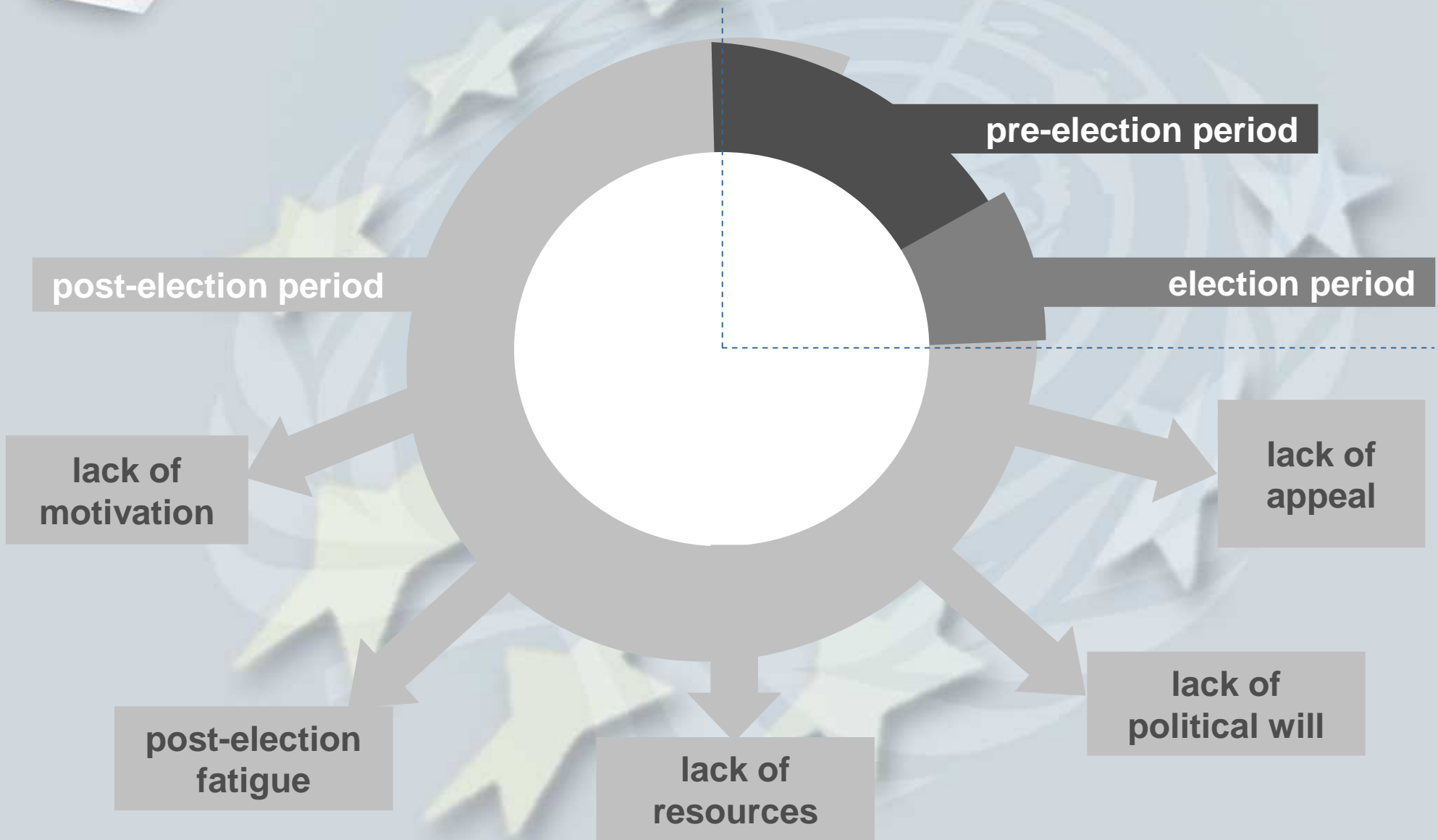an opportunity for review, strategic thinking, planning and action
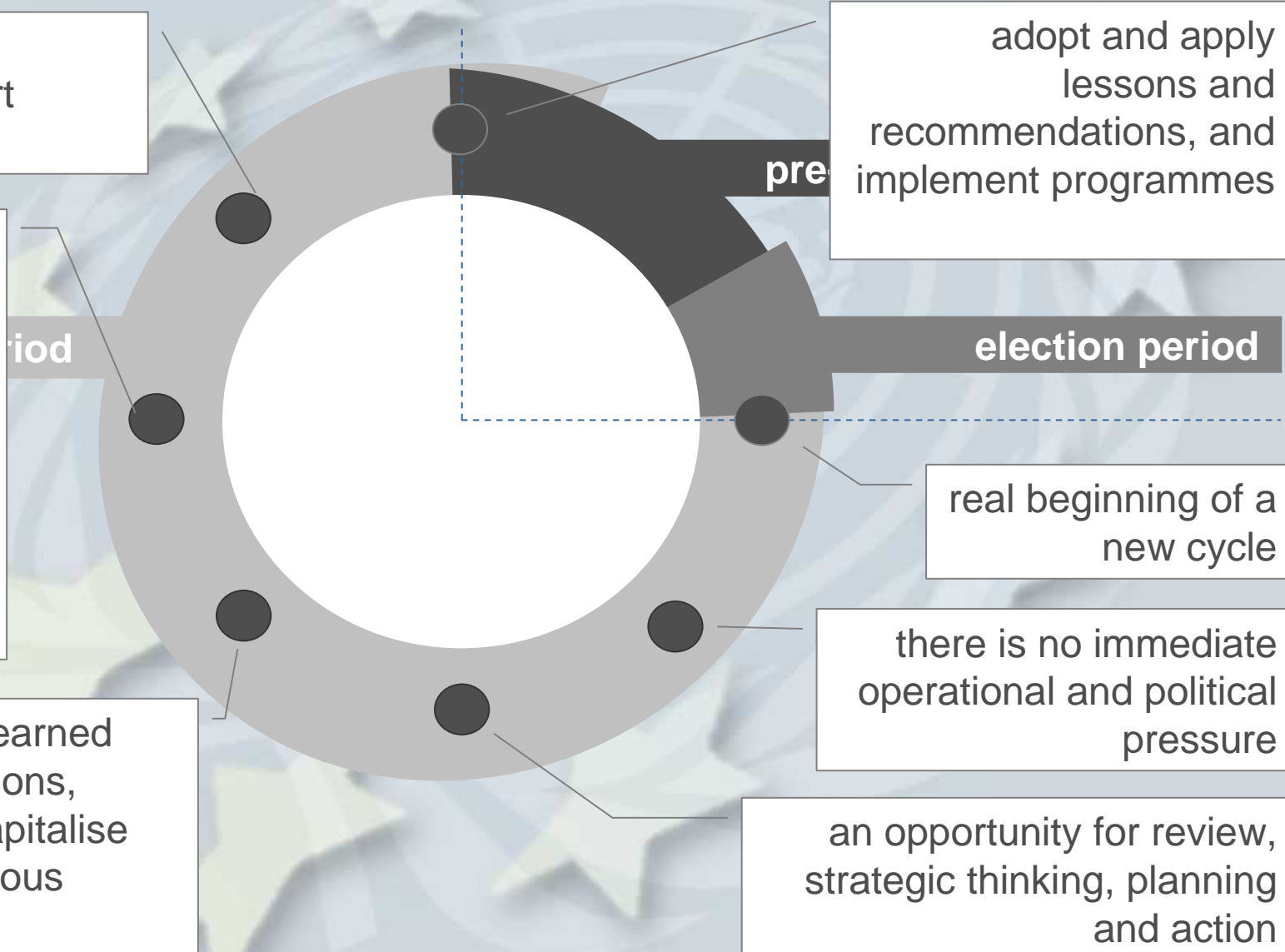
post-election period
inhibitors

pre-election period

election period

post-election period

lack of motivation

lack of appeal

post-election fatigue

lack of resources

lack of political will

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 communictaion

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
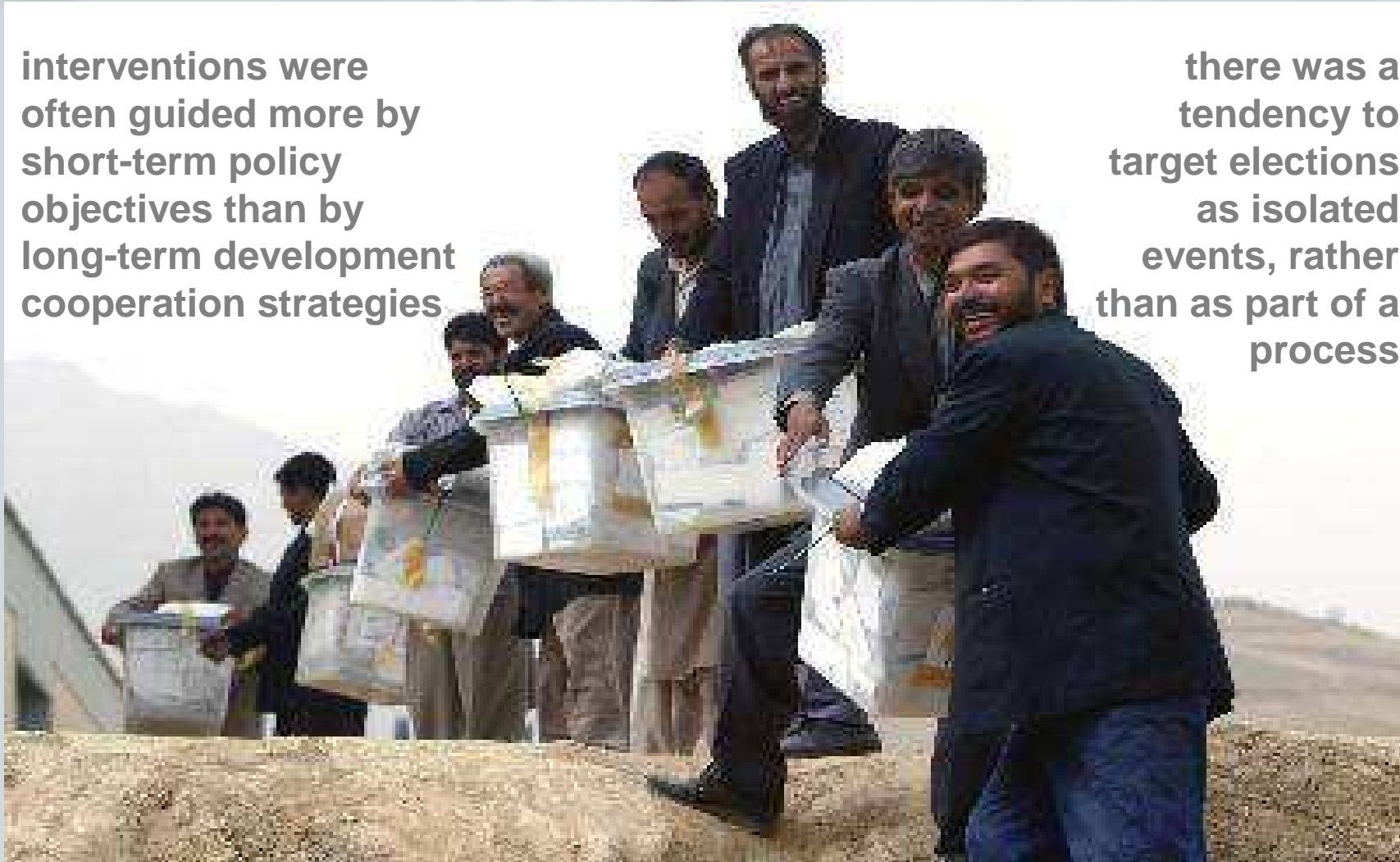- X lack of transparency / accountability / fairness

some considerations...

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**

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

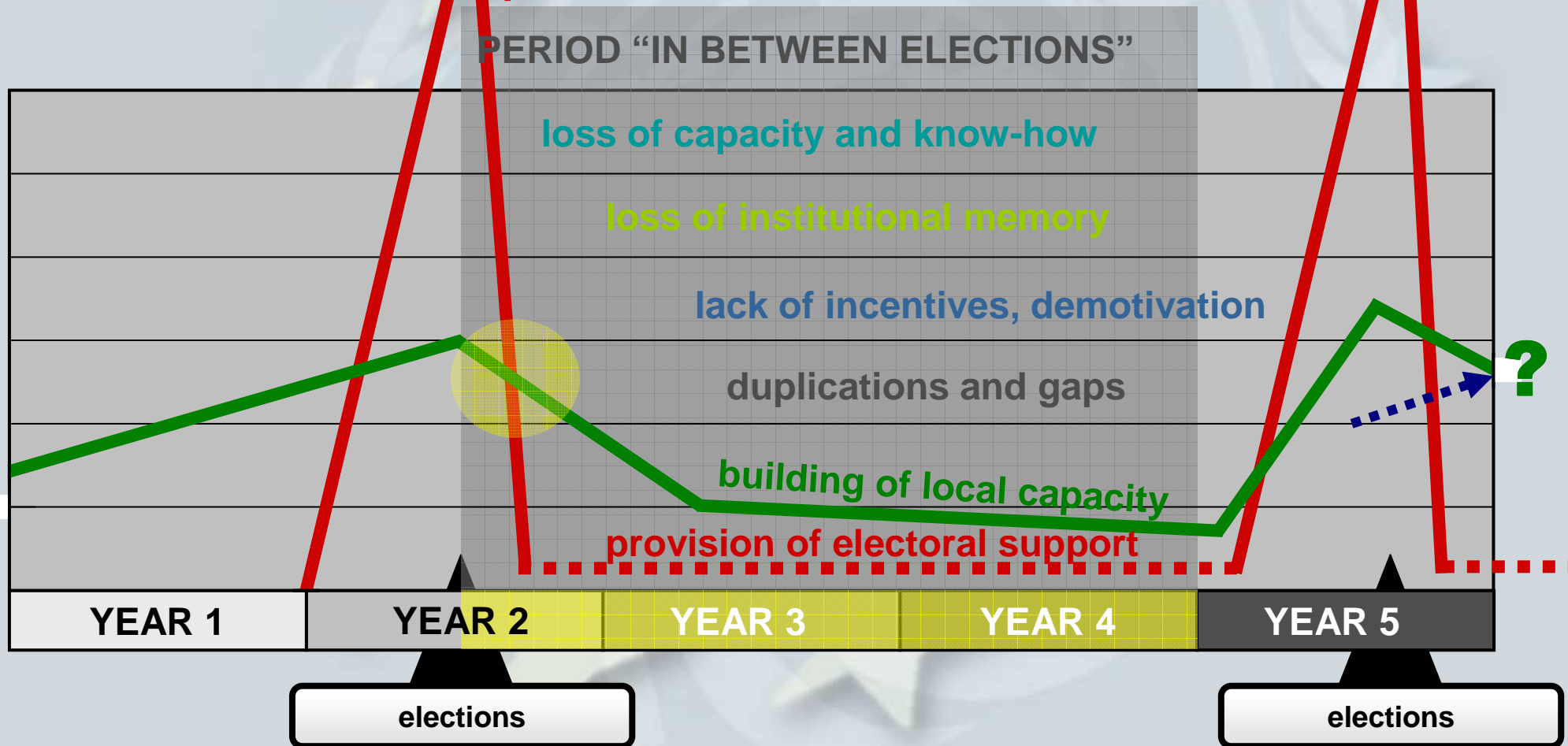**need to ensure continuity of assistance during the post-election period**

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?

learning from evaluation, observer recommendations

needs assessment, technical evaluation and audits

development partner coordination

institution strengthening & capacity development programmes

updating voters' register

archiving materials, documenting processes

upgrade or re-use technology

dialogue and stakeholder consultation

parliamentary support, legal reform

civic education programmes

peer review

regional networks, peer support, exchange programs

elections

elections