INTERNATIONAL CENTER FOR ELECTORAL TRAINING AND RESEARCH

MEXICO CITY, March 2015
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I. INTERNATIONAL POLITICAL AND SOCIAL CONTEXT

From 1979 to 2012 more than 150 countries have transited through a process from authoritarian regimes toward electoral democratic systems.

Even when these processes have had a positive impact on more sustainable governance and an improvement on human rights respect; elections are at the core of the conflict. Whether the problem is the inner race context, popular dissatisfaction with the elected public officers’ performance or the mere suspicious of fraud will be factors to cause instability or even violence in the country.

Many countries face conflicts and violence related to the electoral processes and the lack of legitimacy of the new elected public officials to government can risk the democratic systems, especially in those countries in transition from a dictatorial or centralized regime towards a democracy.

Just in 2010, 67 countries held more than 120 electoral processes\(^1\): presidential races, two round races, legislative or parliamentary elections, local elections, etc. In 45 countries (67%) have been complains and conflicts related to the electoral process.

The Electoral Management Body plays a very important role at the core of the conflict since it is the mediator between the pressures from the governmental and political stakeholders involved in a tense environment that any race implies by itself.

\( a. \) Challenges for democracies

These problems can be the result of the following reasons:

- New democracies with weak experience in the organization and development of democratic-electoral procedures.

- Lack of trust to the EMBs from the civil and political stakeholders involved in the electoral process –political parties, citizens, nongovernmental organizations.

- Introduction of new political and technological topics on the electoral agenda –public and private financing, access to media, over sight, new

\(^1\) Electoral calendar, [www.ifes.org](http://www.ifes.org)
technologies, etc., that demands specialization.

- Presence of electoral fraud, or lack of transparency and fairness in the competition.

- Recently transited to democratic systems, implying EMB’s newly created and integrated by inexperienced officers on electoral matter, as well as a lack of institutional memory for the planning and the organization of the next electoral processes.

**b. Necessities for strengthening the democratic institutions.**

The each country’s electoral political system is the result of its own history, culture, and social relations development. Taking this fact into consideration, it is important to acknowledge that models cannot be exported, they are just a reference.

In this regard, international cooperation is very important to contribute to achieve countries’ objectives consolidating the democratic regimes.

There are three main areas where international collaboration can be address:

- Strengthening the democratic-electoral institutions by granting practical training to its electoral officers on the technical handling of the political problems.

- Exchange of information and knowledge with countries’ EMBs on best practices on similar challenges.

- Integrate and coordinate the international cooperation between international organizations or institutions and the EMBs on joint training programs. There are organizations and institutions that provide consultancy services and advices in certain topics, but lack of real practice and knowledge in the technical and political aspects involved in the electoral administration which can be provided by the EMBs.

The professionalization of the electoral officers thru training creates institutional memory and knowledge of the best practices; provides tools for the design and implementation of new strategies; decreases technical problems; provides a better understanding of the diverse actors intervening in the electoral processes.

The aim of professionalization of electoral authorities through these training programs is to have an impact on the EMB’s efficiency to optimize the management of the electoral processes by some of the following achievements:
Implementing new structural reforms (i.e. electoral registry, electoral districting).

Introducing new electoral reforms.

Introducing some changes that can optimize officers functions (i.e. new electoral material, technology)

Reducing problems or mistakes in the organization (electoral training, voter’s education).

Also, professionalization will have indirect benefits for the institution such as:

- Providing experience and knowledge to the electoral authorities will be reflected in the institutional efficiency.

- Enhancing the ethics and transparency democratic principles which are important factors in the construction of trust and credibility for the institution.

- These programs are addressed to all political and governmental stakeholders because at the core of the democratic governance is the ability to dialogue and negotiate to achieve the shared goal for the country’s progress and social development through stability and certainty.

II. ORGANIZATIONAL BACKGROUND

The National Electoral Institute has collaborated with the community of the International Electoral System, through the professionalization and training of electoral officers, providing new aptitudes (knowledge and skills) and new attitudes (values and conducts) by means of different training programs to the responsible of the organization and conduction of electoral processes.

The National Electoral Institute has promoted several means of collaboration to encourage the exchange of experiences and the technical electoral training. These activities have been focused through the specialization and professionalization of electoral officials in different categories.
III. GENERAL INFORMATION OF THE INTERNATIONAL CENTER FOR ELECTORAL TRAINING AND RESEARCH

In September 2010, IFE’s (now INE) General Council and Executive Board unanimously approved the budget to create the International Center for Electoral Training and Research (CICIE, by its acronym in Spanish) as the result of an analysis of this trajectory and the interest increase in the requests to participate in some programs, as well as the agreements signed with many international institutions which will be eager to combine efforts to provide a winning-winning project.

The International Center for Electoral Training and Research has been created by the National Electoral Institute in order to:

1) To provide information and programs on electoral matter that are being analyzed and are of common interest of INE and the international EMBs counterparts or other stakeholders from the international electoral system.

2) To comply and fulfill the international cooperation commitments and applications from other EMBs or international organizations partners on electoral assistance.

3) To develop new programs and research mechanisms on electoral matter that will contribute to strength the EMBs and the democratic institutions.

The Center is a mechanism of the international horizontal cooperation which provides a wide range of option for training and research on electoral matter through electoral administration workshops, technical assistance and professionalization seminars addressed to the electoral authorities, decision-makers.

The main objective of the Center is to offer an articulated and integral international cooperation for the needs and interests of professional training, specialization and updating of those electoral authorities responsible for the electoral administration. In this way, INE is collaborating in the construction and articulation of the world wide and regional network of organizations and institutions specialized in electoral and democratic governance matter.

The two main characteristics the CICIE’s electoral training programs will provide:

- Information and exchange of knowledge on best practices from experienced in field electoral officials that can be adapted to their own
national context to implement electoral reforms or administrative changes.

- Feasibility solution for specific problems faced by the EMB. The diverse programs are methodologically designed from an integral perspective: academic, technical and practical experience and applied knowledge by the elaboration of a paper which, at the end of the program modality, would be implemented.

The results expected by the professionalization of the electoral officers will strengthen the EMB by acquiring experience, generating a solid memory and ability to face the technical and political problems inherent to the electoral processes, and, as indirect achievement, the pacific transmission of power.

Direct Beneficiaries

Electoral Management Bodies (EMBs), especially those for countries in democratic transitions or to enhance their efforts to consolidating the electoral democratic institutions.

Indirect Beneficiaries

- Civil society
- Political parties
- NGOs

Specific objectives:

1. Developing diverse modalities for electoral training programs yearly by high professional and experienced international electoral practitioners, address to:
   - EMBs' electoral authorities for different ranks level.
   - Political and civilian stakeholders involved on the electoral matter.

2. Publication and dissemination of important information on political, technical and technological issues regarding electoral issues.
   - Elaborating comparative studies and researches on the main topics of the electoral agenda in specific regions: on electoral systems, electoral reforms, and political-electoral processes.
   - Publication of papers or essays resulting from the diverse
activities developed and that will contribute to grant different perspectives and practical information on common topics of interest.

a) Who participates in CICIE?

Partnering with international organizations is very important due to the wide experience on democracy and electoral matter in field operations.

Partner’s participation can be developed in different ways:

- Directly participating with international experts in some topics requested by the EMB applicant during the workshop, specialization courses.
- Financing the expenses of their international experts to participate in the diverse programs programmed.
- Financing the expenses of the EMBs authorities to travel to Mexico City to participate in the workshops, since there are countries that have few opportunities to budget for this professionalization projects.
- Promotion and dissemination of the International Center for Electoral Training and Research’s programs and activities.
- Partnering as the Directive Committee in charge of jointly designing the methodology, developing the profile criteria for participants and speakers, as well as for the evaluation of the EMB’s projects.
- Financing the interpretation services needed during the courses.

The following map shows the currently geographical influence of the agreements reached, by the CICIE
The actors that participate are:

- The founding partners: INE, TEPJF, UNDP-Mexico, SRE
- Representatives of national stakeholders linked to political-electoral matter: Executive power representatives, Legislative Power representatives, Political Parties, Civil Society, Mass Media representatives, and Academics.

A brief summary of some partners' participation in the CICIE’s activities are represented in the following diagram:
b) Financing mechanism of CICIE

The CICIE has a sharing-expenses program according with the following criteria:

- Founding partners (INE, TEPJF, UNDP-Mexico) and in 2011 the Foreign Affairs Ministry through the Mexican Agency of International Cooperation for Development (AMEXCID).
  - Lodging and meals for the participants’ delegation.
  - Local transportation
  - Organization, logistic, and material of workshops, technical assistance missions, courses, internships and seminars.
  - National and international specialists (electoral authorities, academics, political parties, mass media representatives)
  - Simultaneous interpretation

- Participants’ delegation
  - Airfare and travel expenses to Mexico city for each member of the delegation

- Collaboration partners
  - Topics alternatives and specialists
  - Collaboration in the event’s organization
  - Payment of fees for international experts (academics, electoral authorities, political parties, mass media representatives)
  - Travel expenses for international experts

c) CICIE’s Themes

The diverse training mechanisms, such as workshops, international seminars, courses, internships and technical assistance missions, have been thought as an integral and multidiscipline perspective which considers in first instance the electoral cycle and the main topics may be divided into four general themes of the electoral administration:

- Ethical-Institutional
- Legal and jurisdictional
- Political
- Technical-Technological

According to these themes, the following topics are considered:
Additionally, the CICIE has incorporated as an innovating element the development of Strategic Planning Workshop.

The program of the Strategic Planning Workshop is based on 5 stages of the institutional consolidation:

1. **Institutionalization**
   - **Democratic Objectives:** building-up institutional confidence, legality and legitimacy of electoral process.
   - **Topics:** Representation systems, electoral legislation, electoral justice, electoral organization, electoral distraction, electoral officers training, civic education

2. **Institutional strengthening**
   - **Democratic Objectives:** inclusion, integration, representation
   - **Topics:** Civil and electoral registry, electoral training, electoral justice, organization of the electoral process, civic education and voter participation

3. **Electoral Process Cycle**
   - **Democratic Objectives:** organization, equity and participation
   - **Topics:**
     a) Pre-electoral Stage: Electoral roll accuracy, electoral calendar, register of politic parties and candidatures, organizational training for the electoral officers, observers accreditation: nationals and international.
     b) Electoral Stage: voting site installation, voting, voting counting, preliminary and official results.
c) Post-electoral Stage: Audits and Evaluation, electoral justice.

4. **Institutional consolidation**
   
   **Democratic Objectives:** Equity and transparency
   
   **Topics:** Public and private financing, mass media access, political parties financial oversight; electoral justice; voting abroad

5. **Specialization**
   
   **Democratic Objectives:** Efficiency and optimization
   
   **Topics:** strategic planning, electronic voting, financing and accountability through electronic means, electronic electoral register, registration of political parties and candidates through internet.

CICIE has responded to the requests from the electoral authorities 38 countries from 4 out of the 5 continents and the electoral officials benefited from them have been more than 215 trainees:

<table>
<thead>
<tr>
<th>Year</th>
<th>Africa</th>
<th>America</th>
<th>Asia</th>
<th>Europe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>Haiti</td>
<td>Iraq</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>2005</td>
<td>El Salvador (2) Guatemala</td>
<td>Bosnia &amp; Herzegovina</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>2008</td>
<td>Zambia; South Africa</td>
<td>Guatemala</td>
<td>East Timor; Lebanon; The Philippines</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>2009</td>
<td>Burundi; Botswana; Benin</td>
<td>Argentina (2)</td>
<td>Macedonia</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>2010</td>
<td>Ethiopia; Botswana; and Kenya</td>
<td>Venezuela; Guatemala</td>
<td>Nepal; East Timor; Afghanistan; Ukraine; Georgia</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>2011</td>
<td>Egypt; Egypt, Libya y Tunisia; Nigeria</td>
<td>Costa Rica; Peru; El Salvador; Guatemala</td>
<td>Rumania; Croatia</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
IV. PROGRAM ACTIVITIES

The International Center will be focusing to develop the following training programs, each one of them will be referring not only to different topics but also are addressed to respond to different necessities from the electoral stakeholders’ participants.

1. International Workshops on Electoral Administration
   a) Description

The Workshops are a methodological program designed according to the specific needs pointed out by the EMB through an assessment questionnaire. Here, decision makers’ responsible of organizing and administrating the electoral process, will participate horizontally in an exchange of knowledge, ideas and best practices with international and national experts by practitioners and in field expertise that will share the political handling on technical problems to specific challenges on electoral matter.

During the development of the workshop a session on Strategic Planning is provided on the core topic requested in order to contribute to identify the main problems faced and the possible solutions according to the exchange of knowledge from previous sessions.

Even when an Electoral Administration Workshop can be scheduled at any time and at any period of the electoral cycle, it is considered to be most appropriate given the following scenarios:

- Prior/after Elections

<table>
<thead>
<tr>
<th>Africa</th>
<th>America</th>
<th>Asia</th>
<th>Europe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethiopia</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nigeria</td>
<td>Ecuador (4), Bolivía; Peru y Colombia; Haiti</td>
<td>Indonesia</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Cameroon</td>
<td>Ecuador (3) Haiti</td>
<td>Nepal Palestine</td>
<td>Moldova Russia</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>24</td>
<td>10</td>
<td>8</td>
</tr>
</tbody>
</table>
Anticipating/implementing an electoral reform
- Electoral authorities renewal: partially or totally

b) Participation

The mechanism to apply for participating in this modality is very simple:

1) Addressing a request letter from the Chairman’s EMB/or International Institution to INE’s Councilor President, specifying the objective, the main topics of their interest and the dates better fit to them.
2) Program elaboration
3) Workshop activities’ development

c) Methodology

The methodology applied is based on exchange of knowledge and practices:

1) EMB presents each agenda’s topic to the agenda to INE
2) INE may invite any other EMB or expert in order to provide a different model or international experience.
3) INE presents each agenda’s topic
4) Every session has an exchange period in order to deepening information.
5) Evaluation and conclusion session

Annual activity: An average of six or eight International Workshops per year which will attend specific EMB’s needs.

Duration: 3 to 5 days.

2. INTERNSHIPS

a) Description

This specialization program is based on a specific topic of interest to the Electoral Management Body applicant.

Internships have a bidirectional objective such the EMB applicant as the National Electoral Institute.
The EMB applicant will have the opportunity to learn the activities, documentation and working mechanisms on the specific area of work, in order to contribute to the creation of the area, to the definition of functions or implementation of a new reform.

The EMB applicant will conduct a final report on the internship, which will highlight their experience and specific aspects that will be incorporated or adapted to his institution. At the same time, the EMB applicant makes comments or recommendations on the work and procedures of the INE in order to improve the work and items.

Index
a) **Results**

From 2004 until February 2015, has been developed 58 International Workshops for 38 different countries of Africa, America, Asia and Europe.
3. **THEMATIC, SPECILIZED AND REGIONAL COURSES ON ELECTORAL ADMINISTRATION**

   **a) Description**

   These courses are part of a specialization and of professionalized program. Two courses are conducted annually. Courses are organized for a specific region or multiregional according with the topic addressed in order to know different experiences and practices.

   The criteria to participate in the specialization courses are:

   - Participant’s profile. To select the candidate who is directly involved with the central theme.
   - Strengthen the institution through critical analysis of the problem and feasible solutions, through the exchange of empirical experiences with their counterparts, leading to the correction, improvement and greater efficiency in the development of institutional processes.

   **b) Methodology**

   The methodology is divided in three stages: 1) developing a project for a specific challenge faced by the institution; 2) Officers from each country EMB in charge of implementing the project will participate in the specialization course to be developed in Mexico City; 3) project implementation.

   The course will be divided in three sessions: plenary sessions and country’s experiences and debate and discussion groups. In the plenary sessions, the topic will be introduced by international experts, practitioners, or from an academic study. Each country will present a specific topic and during the afternoons discussion groups will be organized to debate on some of the controversies or problems and challenges around the topics.

   The final phase will require that the officers write the paper with the proposal with the steps on how to follow to be implemented solve the problem originally stated in the paper.

   In this way, this program will have a direct and immediate impact on the EMB providing practical solutions.
c) Indicators

- Annual activity: Two specialized courses on topics of shared interest by certain countries.
- Duration: 5 days.
- Participants:
  - 10-15 countries per region
  - 10-18 EMB officers responsible of designing and implementing specific projects on the topic analyzed.
- 3-5 international experts
- 3-5 national experts

d) Results:

<table>
<thead>
<tr>
<th>Date</th>
<th>Course</th>
<th>Participating Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 3-7th, 2011</td>
<td>First Specialized Course of Financing, and Oversight of the political parties resources for the Latin American Electoral authorities.</td>
<td>15 electoral officers from 13 countries: Costa Rica, Chile, Colombia, Ecuador, el Salvador, Guatemala, Honduras, Mexico, Uruguay, Panamá, Paraguay, Perú y República Dominicana.</td>
</tr>
<tr>
<td>November, 21-25th, 2011</td>
<td>First Specialized Course of Electoral Register for authorities of Africa and Haiti.</td>
<td>15 electoral officers from 11 countries: Botswana, Ethiopia, Haití, Kenya, Mauricio, Namibia, Nigeria, Tanzania, Uganda, Zambia y Zimbabwe.</td>
</tr>
<tr>
<td>Date</td>
<td>Course</td>
<td>Participating Countries</td>
</tr>
<tr>
<td>-------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>May 28&lt;sup&gt;th&lt;/sup&gt; to</td>
<td>Specialized Course of</td>
<td>18 electoral officers from 12 countries: Bolivia, Colombia, Costa Rica, Chile, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Perú and Uruguay.</td>
</tr>
<tr>
<td>June 1&lt;sup&gt;st&lt;/sup&gt;, 2012</td>
<td>Electoral Campaign</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Regulation for Latin America's authorities</td>
<td></td>
</tr>
<tr>
<td>November 5&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Specialized Course on</td>
<td>Participation of 7 electoral officials from 6 countries: Bulgaria, Croatia, Hungary, Lithuania, Romania and Russia</td>
</tr>
<tr>
<td>– 9&lt;sup&gt;th&lt;/sup&gt;, 2012</td>
<td>Political Parties’ Regime for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Europe’s electoral officials</td>
<td></td>
</tr>
<tr>
<td>May 27&lt;sup&gt;th&lt;/sup&gt; -</td>
<td>Specialized Course on</td>
<td>Participation of 20 electoral officials from 11 countries, including Mexico: Argentina, Bolivia, Costa Rica, Colombia, El Salvador, Guatemala, Mexico, Panama, Paraguay and Peru.</td>
</tr>
<tr>
<td>30&lt;sup&gt;th&lt;/sup&gt;, 2013</td>
<td>Voting out of the Country for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Latin America’s electoral officials</td>
<td></td>
</tr>
<tr>
<td>December 2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td>Specialized Course on</td>
<td>21 electoral officers of 14 countries: Egypt, El Salvador, Georgia, Kenya, Lithuania, Moldavia, Namibia, Nigeria, Rumania, Russia, Tunisia, Uganda, Ukraine and Zambia.</td>
</tr>
<tr>
<td>-6&lt;sup&gt;th&lt;/sup&gt;, 2013</td>
<td>Electoral Systems and Results Transmission</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Course</td>
<td>Participating Countries</td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>March 11th-14th, 2014</td>
<td>Dialogue on Electoral Administration and Dispute Resolution: Exchange between countries of the Arab Spring Revolution and Latin America</td>
<td>Participation of 28 electoral officials from: Egypt, Libya, Tunisia, Costa Rica, Uruguay, Argentina, Peru and Mexico and UNDP and IFES specialists.</td>
</tr>
<tr>
<td>July 7th-11th, 2014</td>
<td>Specialized Course on Electoral Systems and Results Transmission</td>
<td>Participation of 14 electoral officials from 11 countries: Bolivia, Chile, Costa Rica, El Salvador, Guatemala, Honduras, Panama, Paraguay, Dominican Republic, Uruguay</td>
</tr>
<tr>
<td>November 10th-14th, 2014</td>
<td>Specialized Course on the Use of Technologies in the Electoral Process</td>
<td>Jointly organized with the Community of Democracies. Argentina, Brazil, Chile, Colombia, Estonia, Indonesia, Filipinas, Georgia, Lithuania, México, Peru</td>
</tr>
</tbody>
</table>

4. INTER-AMERICAN ELECTORAL TRAINING SEMINARS.

a) Description

Organized with the Organization of American States (OAS) and the Faculty of Latin-American Social Sciences (FLACSO). This activity provides training to medium and high rank level officers addressed to the 34 OAS members. The objective is to improve the organization and management of specific areas of performance in the institutions.
In this way, the themes are selected according to the interest of the Continent’s electoral management bodies. Then, the participants are selected from the proposed candidates of each institution by a technical committee. The participant has to develop a project during the seminar, which will be implemented in practice and to benefit the institutional performance.

b) **Indicators**

- Duration: 5 days.

c) **Results**

Through the seventh Seminars already developed, more than 220 electoral officers from the Americas have received the technical training.

<table>
<thead>
<tr>
<th>Year</th>
<th>Topic</th>
<th>Participants</th>
</tr>
</thead>
</table>
| 2008 | 1. Integrity of the electoral process through the improvement of the electoral registry;  
2. The quality of democracy through public financing to political parties and electoral campaigns;  
3. The credibility and democratic legitimacy through civic education programs and improvement of the polling station officers aiming to promote citizen participation. | 34 participants from 27 countries      |
| 2009 | 1. Relationship between the Electoral Management Body and the Political Parties;  
2. Relationship between the Electoral Management Body and the Media | 48 participants from 27 countries      |
| 2010 | 1. The Electoral Management Body’s Strategic Planning,  
2. Georeference for electoral matter | 40 participants from 25 countries      |
2. Transmission of Electoral Results | 25 participants from 18 countries      |
2. Women’s political participation. Gender quotas and projects developed by the EMBs to promote women participation. | 30 participants from 22 countries      |
| 2013 | 1. Political Parties and Electoral Campaigns Finances: Current situation, challenges and perspectives. | 28 participants from 21 countries      |
| 2014 | 1. Accessibility  
2. Electoral Participation | 26 participants from 20 countries: Argentina, Bahamas, Belize, Canada, Colombia, Costa Rica, Ecuador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Dominican Republic, Surinam, Trinity and Tobago, United |
4. SEMINARS AND FORUMS

a) **Description**

On a classic style, International Seminars and Forums gathers specialists from a diverse background to board a specific subject to open a dynamic debate, among academicals, electoral officials, governmental officials, NGO’s, entrepreneurs, national and international specialized institutions to discuss, from their own perspective, the mainstreams on electoral democracy and governance. In this modality, there is a session for questions from the audience in order to interact with the specialists.

The worldwide liaisons and cooperation established by INE has been crucial for the great response for participants, whether as speaker or the audience.

b) **Criteria for the selection of topics:**

- Coordination with partners.
- Relevant subjects of interest for EMBs or on the state of art on electoral democracy and governance.
- Analysis on the main changes and tendencies on the international electoral systems as result of the globalization or new technologies’ impact.
- Promotion of the democratic values and culture to diverse social groups tending to build up capacities and citizen’s participation in the political electoral arena.

c) **Results**

In 2011 CICIE started to organize International Seminars on specific topics on electoral democracy for the EMBs and electoral strategic stakeholders:

<table>
<thead>
<tr>
<th>Year</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>The EMB’s role on the democratic governance</td>
</tr>
<tr>
<td>2012</td>
<td>International Colloquium on Electoral Boundary Delimitation</td>
</tr>
<tr>
<td>2013</td>
<td>Balance on the political rights for groups in a vulnerability situation: women, people with disabilities, migrants and</td>
</tr>
</tbody>
</table>
ethnic minority groups.

- The political rights for people with disabilities: a pending assignment

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>Seminar on Electoral Observation: Dialogue among EMB’s officials, NGOs and International Specialized Institutions</td>
</tr>
</tbody>
</table>

Since 2010, INE has organized four editions for the “Forum on the State of Art on Latin America’s Democracy”. For 2014, the fifth edition will board the topics of “Governability of Democracy: citizenship, economy and politics”.

*All information included in this executive presentation may be consulted at INE’s webpage:

http://www.ine.mx/archivos3/portal/historico/contenido/Centro_internacional_capacitacion_investigacion_electoral/
## ANNEX

### THEMATIC AXES FOR INTERNATIONAL WORKSHOPS ON THE ELECTORAL PROCESS CYCLE

<table>
<thead>
<tr>
<th>Area</th>
<th>Theme</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CIVIC AND ETHICAL INSTITUTIONAL</strong></td>
<td></td>
<td>Compared Political Systems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The role of the Electoral Administration Body in the democratic governance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Civic Education Programs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Electoral Training Programs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gender Equality</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Political participation: youth, people with disabilities, women</td>
</tr>
<tr>
<td><strong>POLITICAL</strong></td>
<td></td>
<td>Political Parties Regime</td>
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