

International Consultative Workshop on Leveraging Electoral Training Facilities Globally



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PREFACE

Election Management is a process that calls for multiple levels of expertise and planning. Providing training on such a domain becomes all the more imperative. A necessary prerequisite is to gain ample information and knowledge on ways of facilitating training. Global practices always prove to be prudent in understanding situations from a different perspective and teaching us

out-of-the-box ways to improve our own methodologies.

The Workshop on Leveraging Electoral Training Facilities Globally was one such initiative taken up by IIIDEM for knowledge sharing on electoral training, challenges and solutions, by bringing together electoral experts and professionals from across the world. It was a delight to see the earnest participation of each professional at the workshop and how IIIDEM truly lived up to its name, mission and vision.

I firmly believe that collective wisdom is always better when it comes to implementation. And this was reiterated at the workshop where we learnt about the emerging challenges in election training in various democracies, training various electoral stakeholders, training for inclusion, training facilities and their sustainability issues, and use of technology in electoral training, to give a broad outline.

For me, a major outcome of the workshop was the New Delhi Statement on Electoral Capacity Development. The blue print provides some very important guiding principles to the participants to shape their respective democracies for the future focusing on possible ways to strengthen electoral capacity building.

I am pleased to share with you the Workshop Report which details the entire proceedings and discussions on the several issues related to electoral training. I am sure this would serve as a talking point for EMBs, electoral experts and professionals all over the world in delivering quality training on electoral processes.

Mr. A K Joti
Chief Election Commissioner



FOREWORD

Elections are the cornerstone of representative democracy. Through competitive elections, political parties and candidates obtain their mandate to govern democratically, and are held accountable for their performance in office. Support for electoral processes has been at the heart of International IDEA's work since its foundation in 1995.

In many contexts, the integrity of election processes and institutions and the results they yield are undermined by internal mishaps that happen due to the lack of capacity of EMBs to undertake one of the most complex operations that takes place within democratic societies—the administration of elections. Capacity challenges include lacking knowledge and skills, poor management practices, technical and logistical challenges, shortage of funds, and so on. This happens regardless of the maturity of democratic traditions and the strength of political and electoral institutions in a country and can undermine the credibility of well-established EMBs and other institutions or can lead to political instability and trigger turmoil or violence in conflict-affected contexts.

Capable and professional election administrators are essential for organizing elections. Without the right skills in place, election processes are inevitably exposed to many risks. To achieve effective, sustainable electoral administration, the development of the capacity of staff needs to be prioritized.

Since 1995, more than twenty EMBs have established electoral training, education and resource centers. Mandates and functions typically include: staff training and development, electoral training for stakeholders, research and documentation, civic and electoral education; and peer-to-peer training and/or exchange or any combination of the above. While capacity development of EMB staff and seasonal polling officials is traditionally an inherent focus of EMBs ahead of elections, the understanding of importance of continuous trainings of EMB permanent staff are a more recent phenomenon. More EMBs have more and more permanent staff, thus the need for strategic managerial trainings is required. Not only that these trainings are conducted internally, they are also now conducted internationally by IIIDEM and others.

The sharing of good practice on electoral capacity building was the main objective of the workshop. This exchange culminated in the "New Delhi Statement on Electoral Capacity Development" which is an important contribution to all EMBs looking to establish or strengthen electoral training, education and resource facilities at the national level.

On behalf of International IDEA I would like to express my sincere thanks to the Election Commission of India, IIIDEM for inviting International IDEA to co-organize this historic workshop. I would also like to thank representatives of EMBs, electoral resource centers, international organizations, BRIDGE partners and others who attended the workshop and contributed to its success.

Mr Erik Asplund
International IDEA



MESSAGE

Electoral Training is a topic that is often overlooked but is extremely noteworthy and relevant in conducting free, fair and credible elections. Given the massive size of the staff deputed on election duty in India, it becomes all the more imperative to understand Electoral Training for its proper and efficient delivery, especially in a cascaded model. And

what can be a better way than to learn from best practices around the globe. With this very intention, the India International Institute of Democracy and Election Management (IIIDEM) and International IDEA organized a two-day International Consultative Workshop on Electoral Capacity Building.

The workshop not only proved to be a success but also led to building of new relationships and honing old ones. Delegates from across the globe – Australia, Nepal, Bulgaria, Nigeria and Georgia – and from International Organizations such as Association of World Election Bodies, United Nations Development Programme and United Nations Electoral Assistance Division participated and gave their valuable inputs at the workshop.

The Workshop also saw the launch of 'How the World Votes' – a compendium of voting processes used in 130 democracies, researched and compiled by IIIDEM. It is a first-of-its-kind publication that gives a crisp outline of voting processes followed by democracies around the world, along with interactive photographs for an easy read.

I would like to take this special opportunity to thank our Chief Election Commissioner Mr. A K Joti for his vision in steering the Commission towards newer heights. I would also like to thank Election Commissioners Mr. O P Rawat and Mr. Sunil Arora for their guided support and motivation. I would also thank International IDEA for collaborating in this Workshop and providing the much-needed support. And, of course, my many thanks to the IIIDEM team for their constant and sincere efforts in making the workshop a success.

Mr. Sudeep Jain
Deputy Election Commissioner

ABBREVIATIONS AND ACRONYMS

ACEEEO	Association of European Election Officials
AEC	Australian Electoral Commission
ASTO	Assistant Training Officers
A-Web	Association of World Election Bodies
BRIDGE	Building Resources in Democracy, Governance and Elections
CEC	Chief Election Commissioner
CEC,Bulgaria	Central Election Commission of Bulgaria
CEC,Georgia	Central Election Commission of Georgia
CSO	Civil Society Organizations
DEC	Deputy Election Commissioner
DG	Director General
EC	Election Commissioner
ECI	Election Commission of India
EMB	Election Management Body
ERP	Election Readiness Programme
ETS	Election Training Study Cycle
EVM	Electronic Voting Machine
ICT	Information and Communications Technology
IIIDEM	India International Institute of Democracy and Election Management

INEC	Independent National Electoral Commission
IT	Information Technology
KOCEI	Korean Civic Education Institute for Democracy
LMS	Learning Management System
MoU	Memorandum of Understanding
NEC, South Korea	National Election Commission, South Korea
NGO	Non-governmental organization
PwD	Person with Disability
RO	Returning Officer
STO	State Training Officers
TEI, Nigeria	The Electoral Institute, Nigeria
TIS	Training Information Systems
TNA	Training Need Analysis
TtF/TTF	Training the Facilitator
UN	United Nations
UNDP	United Nations Development Programme
UNEAD	United Nations Electoral Assistance Division
VVPAT	Voter Verifiable Paper Audit Trail

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EXECUTIVE SUMMARY

A two-day International Consultative Workshop on '**Leveraging Electoral Training Facilities Globally**' was organized by the India International Institute of Democracy and Election Management (IIDEM) in partnership with International IDEA. The workshop was held at the The Lalit hotel, New Delhi, on July 24th and 25th, 2017.

The workshop aimed at bringing together electoral experts and professionals from Election Management Bodies (EMBs) and International Organizations across the world to share knowledge on electoral training, challenges involved and possible solutions.

Members from the EMBs of Australia, Nepal, Bulgaria, Nigeria and Georgia along delegates from International Organizations such as Association of World Election Bodies (A-Web), United Nations Development Programme (UNDP) and United Nations Electoral Assistance Division (UNEAD) and also the Directors/ Director General from State Administrative Training Institutes in India participated in the two-day workshop.

Hon'ble Mr. Achal Kumar Joti, Chief Election Commissioner of India, inaugurated the workshop and facilitated the launch of IIDEM's research publication- 'How the World Votes'- a compendium of voting processes used in 130 democracies. Following the inaugural ceremony, the workshop commenced with its first session on 'Election Training in Democracies and its Emerging Challenges'. The sessions covered 'Tales from the Trenches' involving the prime challenges in preparing and delivering curricula, and monitoring and evaluation challenges, particularly on maintaining quality in cascaded training.

The second session was an 'Experience Sharing on Training of Various Electoral Stakeholders' such as political parties, security personnel, observers, media and civil society organizations. Representatives from UNEAD, Election Commissions of Bulgaria, Georgia and Nigeria among others explained the unique practices that their organizations have adopted along with the challenges arising from electoral trainings. The speakers also shared details on the training modules and supplementary learning material prepared by their respective institutions.

The third session focused on 'Electoral Training for Inclusion'. In this, the participants presented their respective training modules and learning materials with specific requirements to ensure inclusion for various categories such as women, persons with disabilities, migrants, et al.

The fourth session revolved around the 'Rationale for Establishing and Operating Training Facility and its Sustainability Issues'. The participants discussed the rationale as well as needs and challenges experienced when establishing and operating a training/ resource facility. The session focused on continuous training needs of EMBs and the necessity to set up such a facility for training. The session harvested the experiences of the electoral training institutions with regard to funding, maintaining quality of training and meeting the time lines as demanded by the EMBs. It covered the problems of sustainability of conducting international training courses.

In the fifth session, representatives from International IDEA, UNDP, IIIDEM, A-Web and Scytl deliberated on the 'Use of Technology in Electoral Training and Distance Learning'. The speakers discussed the possibilities of using technology to improve quality of electoral training, e-learning as a potent tool to impart continuous learning, and the challenges faced by their countries or organizations in implementing technology in election training to various stakeholders.

In the sixth and final session of the workshop, the delegates were divided into groups to have a deliberation on the 'New Delhi Statement on Electoral Capacity Development'. Four broad categories were laid down for discussion - Meeting Emerging Challenges and Concerns in Electoral Capacity Development, Sustainability of the Training Facilities, Democracy/ Electoral Education and Capacity Building (ensuring inclusion particularly of women, youth, persons with disabilities and minorities), and finally, the Capacity Building of Stakeholders including electors, political parties, security personnel, observers, media and civil society organizations. The participants, thereafter, jointly deliberated on these points and made valuable recommendations which were presented and adopted by the participating electoral training institutes and organizations.

The valedictory session was chaired by CEC Mr.A K Joti. Referring to the participation of international delegates, and experts and election officials from India in the workshop, Shri Joti said, "Collective wisdom is better for the purpose of implementation." He stressed on a holistic approach for capacity development of all stakeholders.

In the end, the workshop recommended setting up of a Forum to ensure continuous interaction and peer-to-peer exchange among all the institutions engaged in electoral capacity development with a view to improve the quality and content of training and research on democracy and election management.

SUMMARY OF PROCEEDINGS

INTRODUCTION

The India International Institute of Democracy and Election Management (IIIDEM), an autonomous training wing of the Election Commission of India, held a two day international consultative workshop on 'Leveraging Electoral Training Facilities Globally'. The workshop was held at The Lalit Hotel in New Delhi, India on July 24th and July 25th, 2017 and was organized in partnership with International IDEA.

The workshop provided an opportunity for participants to have a convergence of capacity building approaches, curriculum, professional competence and technology used by different training institutes globally for furtherance and strengthening of electoral democracy. The conference saw participation of EMBs which have established training institutes such as the Central Election Commission of Bulgaria, the Central Election Commission of Georgia, the Independent Election Commission of Nigeria and the Election Commission of Nepal. BRIDGE partners such as International IDEA, the United Nations Electoral Assistance Division and the United Nations Development Programme also participated in the workshop. The State Administrative Training Institutes were represented by their Directors/ Director-Generals who participated in the workshop to learn and mutually cooperate in the field of electoral training.

The workshop sessions were chaired by eminent electoral experts such as Mr. AK Joti, Chief Election Commissioner of India; Dr. S.Y. Quraishi, currently a Board of Adviser, International IDEA, and former CEC of India; Dr. Nasim Zaidi, former CEC of India; Mr. Sudeep Jain, Deputy Election Commissioner, Election Commission of India; Mrs. Mariya Vaseleva Musorlieva, Vice Chairperson of the Central Election Commission of Bulgaria; and Mr. Erik Asplund from International IDEA and rich contributions were made by contributors in various sessions and by others who made rich contributions to deliberations and discussions.

A New Delhi Statement on Electoral Capacity Building was unanimously adopted by the representatives and participants of the workshop with a view to promote strengthening and experience sharing among training institutes engaged in electoral capacity development across the globe. This declaration is expected to serve as a

guide to serve the capacity development needs of all electoral capacity development institutions and EMBs involved in electoral capacity development rather than catering to special EMB interests.

The Declaration covers four overarching principles:

1. Meeting emerging challenges and concerns in electoral capacity development
2. Sustain ability of the training facilities
3. Democracy/electoral education and capacity development to ensure inclusion of particularly of women, youth, persons with disabilities and minorities and other potentially disadvantaged and marginalized groups
4. Capacity building of stakeholders including electors, political parties, security personnel, observers, media and civil society organizations

Having deliberated on these principles, the workshop saw the final adoption of the 2017 New Delhi Statement on Cooperation for Electoral Capacity Development by participating EMBs and organizations.

BACKGROUND

The conduct of free, fair and peaceful elections is pre-condition for laying the foundations towards sustainable development and an effective democracy. All actions that support the ‘right to participation’ in legitimate elections can play an important role in maintaining peace, security and preventing conflicts - This support could take various forms, such as electoral assistance projects and election observation missions.

Over the last several decades, the structure and functions of global Election Management Bodies (EMBs) have undergone important changes which have made election management more complex. This is accentuated with a wide transformation in social context and on ground situations- the increasing number of political parties, changing dynamics and demands of coalitions and alliances, frequent elections and by-elections, increase in the number of eligible voters and continuous updating of electoral rolls. All these have created new challenges for EMBs in the current scenario.

With the goal of conducting elections that are completely free of crime and abuse of money and based on a seamless electoral roll with full voter's participation, millions of human personnel need to be engaged at various levels to carry out their respective constitutional mandates. It is important that these personnel are equipped with competency and skills.

The EMBs face a major challenge to equip the stakeholders and poll personnel. To meet this challenge, electoral training, sharing of best practices, providing technical assistance and institutionalizing training for EMBs to be fully equipped for conducting free, fair and acceptable elections are essential. Electoral training demands undivided attention to the changing needs of capacity development. Therefore, it is important not only to provide electoral training to ensure that election managers maintain high professional standards in imparting their election duties but also ensure better coordination for all training activities and the changing needs. There is a felt need that all institutions engaged in electoral capacity development coordinate to reduce their learning curves and to share lessons for ensuring a sustainable electoral capacity development for benefit of all.

The India International Institute of Democracy and Election Management (IIIDEM) conducted a two-day international consultative workshop in New Delhi, India on July 24th and 25th, 2017 in which training and capacity development institutions from across the world participated. The objective of this workshop was to facilitate a convergence of capacity building approaches, curriculum, professional competence and technology used by different training institutes globally in furtherance and strengthening of electoral democracy.

This workshop was attended by heads/representatives of electoral training and capacity building institutions, EMB representatives having interest in developing capacity building field and agencies that have developed electoral resources and also those facilitating capacity building for democratization. The outcome of this workshop is to learn and cooperate mutually in this field of electoral training.

PARTICIPANTS AND PROCESSES

The workshop elicited enthusiastic participation from a wide range of countries like Georgia, Bulgaria, Australia, Nigeria, South Korea, Sweden, the United States, Nepal and India. In addition to this, representatives from International IDEA, A-Web, UNDP, and UNEAD among others participated in the programme. As many as

4 out of 5 BRIDGE partners who provide major support to electoral capacity development across the world namely AEC, International IDEA, UNDP and UNEAD participated in deliberation with the common goal of supporting electoral democracy. The total number of participants was around 40 persons including ECI officials, directors of other EMB training institutes, representatives from international organizations and other companies working on electoral resources. List of participants is given in the Annexure.

The workshop was divided into six sessions and was chaired by eminent experts. Three of these sessions were chaired by the present and former Election Commissioners of India who provided valuable insight to the deliberations. The workshop was held on July 24th and 25th, 2017 in New Delhi, and the outcome of deliberations held in this historic conference resulted in the drafting of the New Delhi Statement on Electoral Capacity Development which will hereafter be called the New Delhi Statement.

The chief issues discussed during the conference were as follows:

- Meeting emerging challenges and concerns in electoral capacity building
- Sustainability of training facilities
- Democracy/Electoral Education and Capacity Development: ensuring inclusion of youth, women, persons with disabilities, minorities and other potentially disadvantaged and marginalized groups.
- Capacity Development of stakeholders including electors, political parties, security personnel, observers, media and CSOs.

GOALS AND OBJECTIVES

The purpose of this workshop was to facilitate a convergence of capacity building approaches, curriculum, professional competence and technology used by different institutes globally in furtherance and strengthening of electoral democracy. The expected outcome was to learn and cooperate mutually in this field. More precisely, the expected outcomes from this workshop include:

- An increased understanding of the challenges of electoral training and capacity building and how the participating institutions could learn and cooperate mutually in this field.

- Sharing of experiences with training institutions engaged in electoral capacity building.
- Avoiding duplication of efforts by these institutions in designing training curricula/modules because it would be possible for these institutions to take advantage of already developed curricula/modules by other institutions.
- Increased knowledge about electoral training activities in the world and new initiatives and approaches for imparting quality training.
- Achieving better quality in electoral training and capacity development globally.
- Promoting collaboration between different institutions in conducting capacity building wherever required.
- A number of countries using technology in training and distant learning. This exercise will help leverage the capacities created by various institutions instead of reinventing the wheel independently.
- The workshop will be a game changer in terms of promoting electoral capacity building world over.

INAUGURAL SESSION

The workshop commenced with Chief Election Commissioner of India, Mr. Achal Kumar Joti inaugurating the workshop. Mr. Joti explained that with each country having its own unique social, economic and democratic structure, adopting a 'one-size-fits-all' approach will not work in democratic governance and for empowerment of persons.

Today, we all live in a very dynamic world and technology itself has changed the way we live, the way we think, the way we plan and we have to tackle challenges of the future. The necessity of innovation is not to be discarded as technology has transformed the way in which countries and its people are and the manner in which they think.



Mr. A K Joti, Chief Election Commissioner, ECI, addressing participants of the workshop

Mr. Joti further said with elections being held every five years, the ECI deploys about 11 million election and security personnel. Such a large workforce is deployed to ensure that voters are able to cast their ballot as per their choice. Electoral training is not a national project of an individual country or an EMB, rather it is essentially an

international programme across democracies which are committed to hold free, fair and credible elections in their respective countries. Democracies, thus, must come forward with the idea of knowledge sharing so as to bring the international best practices on a common platform and for each country to adopt what is relevant or applicable in their context.

Deputy Election Commissioner, Mr. Sudeep Jain, explained that in most countries elections are conducted by drafting a large team of professionals from different sectors. Increasingly, there has been public glare and media scrutiny which demands that election be conducted like a six-sigma event. Drafted for very short periods of time, these professionals have to deliver an error-free election. The uniqueness of election officials is that their duty is of temporary nature but demanding a high precision job.



The launch of *How The World Votes*, a compendium of voting processes used by 130 democracies

This workshop, he added, is an attempt to bring together election training professionals facing similar challenges across the world and find solutions. Over the next two days, we will look forward to brainstorm the challenges different EMBs are

facing and innovative solutions that training professionals are delivering. This workshop is expected to provide the opportunity to learn from each other and to collaborate in future so that we utilize each other's strengths and also become each other's strength. We will learn how training is made more interactive to make learning more effective. Additionally, towards the end of the workshop, we will look forward to finalizing the New Delhi Statement of Cooperation and Collaboration which will become the guiding force for strengthening election training and capacity development across EMBs.

Mr. Erik Asplund, Programme Officer at International IDEA, explained that the organization's mission to support sustainable democracy worldwide. Capable and professional election administrators are essential for organizing elections and without the right skills in place, election processes can be undermined. To achieve effective, sustainable electoral administrations, development of capacity of the staff needs to be prioritized.

The exchange and sharing of good practices in electoral capacity building is the main objective during this two-day workshop, Mr. Asplund added. I am looking forward to a meaningful dialogue between peers on this very important topic.

The inaugural session of the workshop also saw the official book launch of 'How the World Votes' – a compendium of voting processes used by 130 democracies compiled by IIIDEM.

The two days of the workshop was directed at knowledge sharing on emerging challenges in electoral training for democracies, rationale for establishing and operating training facilities and its sustain ability issues, electoral training for inclusion, an experience sharing on training of political parties, security personnel, observers, media and civil society organizations, use of technology in electoral training/ distance learning, among other topics.

SESSION ONE

SESSION1 : ELECTION TRAINING IN DEMOCRACIES : EMERGING CHALLENGES



Ms. Mariya Veselinova Musorlieva chairing the first session

Chair : Ms. Mariya Veselinova Musorlieva | Vice-Chairperson, ACEEO

Panel :

- Mr. Sudeep Jain | Deputy Election Commissioner, Election Commission of India
- Dr. Sa'ad Umar Idris | Director General, INEC-Electoral Training Institute, Nigeria
- Ms. Peita Mamo | Acting Director of Learning Coordination Unit, Australian Electoral Commission
- Ms. Tamar Tsertsvadze | Member of District Election Commission, Central Election Commission of Georgia

Directed towards an experience sharing of emerging challenges in election training in democracies, the first session was chaired by **Ms. Mariya Veselinova Musorlieva**

wherein representatives from training institutes in India, Nigeria, Australia and Georgia explained their institutes' individual challenges and struggles.

Kicking off the session, Mr. Sudeep Jain provided a glimpse of how elections are conducted in India with an electorate of more than 850 million people. The complexities in conducting elections are not just limited to size and magnitude but also in taking democracy to the remotest of locations. The Indian elections deal with regional, religious, ethnic, cultural and linguistic diversities. When the poll staff has to go to more than a million polling stations, they have to use all kinds of transport that one can think of – elephants, camels, boats, cycles, helicopters, trains, etc. – to ferry the electronic voting machines and the poll material.

The last national elections, conducted in 2014, consisted of more than 900,000 polling stations, more than 11 million polling staff, more than 1.5 million EVMs, and strength of 834 million voters. These are some of the parameters which give an idea of what are the challenges that the election machinery has to handle to conduct these elections.

Mr. Jain gave a brief on IIIDEM, an integral wing under the direct supervision and control of ECI. The Institute was established in 2011 as a response to and recognition of the long-felt need for developing capacity and promoting professionalism in the management of elections. It conducts election trainings for domestic election officials, facilitates skills training to our trainers, provides leadership and motivation trainings, carries out research studies on election management and related subjects, and conducts training for international participants, workshops, consultations, conclaves and seminars on various subjects.

Challenges with Domestic Trainings

- Updating resource materials with dynamic content
- Availability of expert trainers
- Capacity building of trainers
- Motivational training to 99% temporary workforce (these persons are deployed for several months only on election duty)
- Management of varied tasks and audiences
- Humungous size of election machinery
- Cascaded model challenges such as loss of information and dilution of quality
- Evaluation of training
- Capacity building of younger professionals who have low attention span and demand more interactive training technologies

A number of initiatives are undertaken to tackle these challenges. With respect to dynamic content, the ECI issues new instructions every day while conducting elections. The standard instructions have to undergo modifications as per the demands and challenges.

Challenges with International Trainings

- Availability/access to country specific content and case studies
- Limited time with senior experts
- Availability of expert resource persons
- Country relevancy in multi-country programme
- Language barriers

IIIDEM, for the first time in India, has started evaluating the quality of our Returning Officers (Ros). In the last set of elections Certification programme was conducted for all ROs. An evaluation of ROs was taken up and those who were unable to clear the evaluation were asked to undergo the programme again. In worst case scenario, some of the ROs were changed when they fail repeatedly. Now technology is being leveraged and mobile app used to take feedback of training sessions from participants directly.

With regard to domestic trainings, IIIDEM has different training modules and films that have been translated into vernacular languages. To maintain sustain ability, IIIDEM has developed large number of National Level and State Level Master Trainers. IIIDEM collaborates with State Administrative Training Institutes and has a dedicated team for content development in IIIDEM. The institute is likely to move into its new campus where the challenges as regards its sustainability will have to be addressed. When it comes to handling the challenges of transmission losses in Cascaded Model, training videos, films and e-learning materials are being created so that training programmes are far more interactive.

With regard to addressing the gaps and challenges in international training programmes, IIIDEM is undertaking longer engagements with country-specific EMBs in terms of training, short training programmes of 5 days and theme based intended for senior professionals. IIIDEM is also collaborating with International Organizations to share knowledge with international experts, et al.

The next speaker, **Dr. Sa'ad Umar Idris**, DG of the Electoral Training Institute in Nigeria, explained that importance of electoral training in Nigeria which has remained the cardinal parameter of institutionalizing culture, tradition of excellence and acquisition of knowledge and skills in any given society, especially at the organizational level.

In Nigeria, 650,000 election officials are deployed in general elections and training such a large workforce for quality delivery is a big challenge. He added that in Nigeria, election training shapes and affects the landscape of election training in Africa. Many universities and institutes in Africa, particularly in Nigeria, do not really focus on electoral training, i.e. it is not something you would go and find off the shelf. That is why the requirement is to close the gap to make sure we develop a pool of professional trainers to deliver, free, fair and credible elections in the country.

In this endeavour, Dr. Idris said that independent National Electoral Commission (INEC) electoral training department has developed their own curriculum and adopted the BRIDGE modular framework for electoral trainings.

INEC Nigeria has about 16,000 workforce though INEC relies mostly on the ad-hoc staff. Many a time students and professors are drawn from universities for this purpose. INEC is now looking for long-term programs such as certification courses for such staff.

Earlier, the security agents did not understand their role during elections. So they used to take sides of political parties, intimidate voters and election officials, and in some cases even connive with political parties to snatch ballot boxes. This is beginning to change because the INEC electoral institute has developed modules to provide specific and special trainings for these security agencies. Just recently, a curriculum has been developed for training security agencies in the field and due to this they are much aware now of what they are supposed to do.

Emerging challenges for the TEI in serving as a training institute

- ü Funding Support and poor remuneration
- ü Dearth of Data and Information and Sustainability
- ü Frequent changes in the production and processes
- ü High rate of trainers turnover

The INEC institute has developed Master Trainers, State Training Officers (STOs), Assistant Training Officers (ASTOs), and Certified trainers. The INEC has also implemented Electoral Training Study Cycle (ETSC).

With regards to e-learning, something which is new to Nigeria, the institute has developed a functional e-library to coordinate e-learning with ad hoc staff. There is a desire to move away from traditional classroom training for ad hoc staff and look forward to a situation where they can learn online, sitting anywhere in the country.

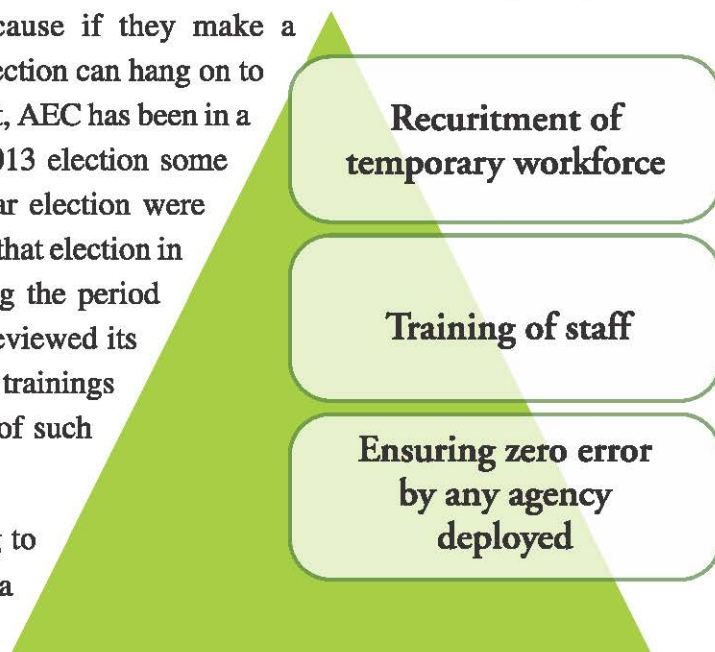
A major challenge associated with electoral capacity development is 'Conflict of Culture'. The EMB in Nigeria operates like a civil service outfit. I think we have to get over the bureaucratic nature since conduct of elections demands a body of professionals. Funding is also a big issue as budgetary provisions are very limited.

The next contributor, **Ms. Peita Mamo**, the Acting Director of the Learning and Coordination Unit of the Australian Electoral Commission, spoke of the challenges faced during an election in the AEC. Narrating the challenges faced by the AEC, she highlighted the need to make sure that on the election day everyone does her/his job perfectly, because if they make a mistake the result of the election can hang on to that one mistake. In the past, AEC has been in a situation when after the 2013 election some ballot papers for a particular election were lost and AEC had to re-run that election in that particular state. During the period 2013-2016, the AEC has reviewed its processes, procedures and trainings to make sure that the risk of such errors is minimized.

The AEC provides training to its permanent workforce in a number of different ways.

They receive training online for which there is

a suite of e-learning modules on a range of topics and procedures that our staff needs



Challenges in Electoral Training

to know. The staff needs to complete those e-learning modules and it is generally a precursor to further training (either face-to-face or practice simulation) they receive.

For the last elections, one of the key programmes the AEC rolled out for its permanent workforce was the Election Readiness Programme (ERP). In that, the staff members went through a series of simulations where they actually practiced a lot of key procedures that AEC expect them to conduct during the election. In such exercises, the participants take on their assigned roles they would play in election context. They are then asked to perform the tasks and after completion perform an evaluation amongst themselves in a group and find areas where they need to improve. This programme was a great success as it gave our staff the opportunity, outside of the stress and pressure of an election environment, to go through the motions of a process, to understand the key steps in the process. If made a mistake, they have a chance to understand that mistake and fix it and learn from it the next time. Effectively, the ERP tries to link the professional skills needed by the staff such as leadership, resilience training and agility to be able to respond to changes that might happen during the election period into our technical training.

The AEC encourages its staff to undertake training on the job in order to be in a constant state of readiness since there is no fixed date for elections. There is a range of supporting material such as standard operating procedures, quick reference guides, etc.

The training for the temporary workforce is more comprehensive as they need deeper technical knowledge on election management. The long-term future solutions to such challenges being looked at are to build a model that enables the AEC to maintain contact with the core of its temporary workforce throughout the electoral cycle. In the shorter term, one key thing AEC is looking at is some of its election processes and procedures. Since the election legislation is very prescriptive, the AEC works with Parliament to see how it can change the legislation to simplify the processes, because that would mean AEC could simplify its training. The AEC is also looking at how it can use technology to improve delivery of elections and in turn improve delivery of training. For the next election, AEC is also looking at use of videos for training rather than lengthy PowerPoint presentations.

Ms. Peita Mamo also mentioned that evaluation of training is good but it is also essential for AEC to conduct evaluation of training during conduct of elections because only then it can really check whether the training provided before the elections were useful.

The last speaker of the session was

Ms. Tamar Tsertsvadze, Member of the

Central Election Commission

of Georgia. Ms. Tsertsvadze

said that various educational

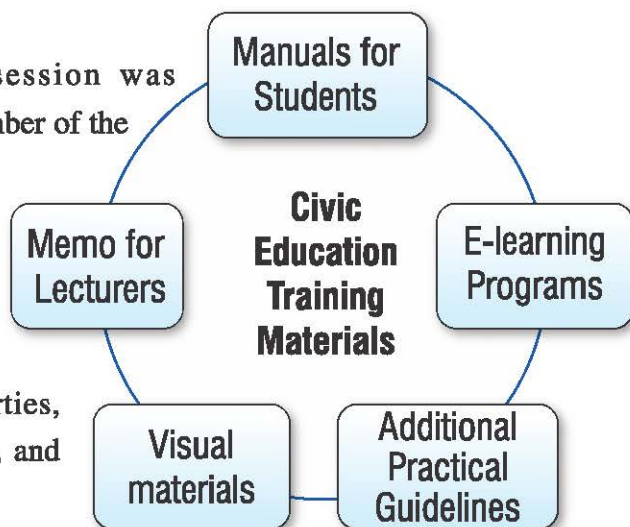
programmes have been

created for different target

groups such as political parties,

NGOs and the media, lawyers, and

others.



CEC Georgia uses combined

approaches to deliver training such as verbal, practical, interactive, editorial and

visual materials, and participative methodology (simulations, role games).

Additionally, distance training programmes are also provided. One recent

development includes a curriculum on 'Electoral Law' for students of higher

educational institutes in Georgia. With regard to civic education, the training

materials include manuals for students, E-learning programmes, additional practical

guidelines, visual materials with information content and memos for lecture.

Georgia also has special trainings for target groups such as political parties, election

subject representatives, women candidates, NGOs, media and voters. It is important

that the information provides identical interpretation and understanding of electoral

legislation.

For voters, the Commission and its training section take special initiatives pertaining

to voter registration, voter encouragement, information on voting procedures, etc.

To create an inclusive environment and spread information widely, Georgia has a

distance learning programme available on the official website of the Commission and

on the training centre website. There are several programmes targeted towards civil education on elections, particularly for school children and university students.

Question-Answer& Discussion

The participants asked a number of questions and made suggestions after the end of the first session.

Ms. Tsertsvadze from Georgia was asked about the difference between e-learning and distance learning programmes. She clarified that distance learning has information about voting procedures, regulation of laws, etc. and is meant for stakeholders like political parties, media, NGOs, and others. E-learning, on the other hand, is mainly used in civil education and involves more visual presentation.

Dr. Noor Mohammad said that some kind of a portal or app can be created by EMBs that can keep updating the election staff on the frequent changes on election guidelines and rules. He further suggested that these days services of retired professionals are sought by EMBs for training since the regular staff mostly remains busy in their own duties. The problem, however, lies that retired professionals usually follow the old classroom lecture model of training. This can be improved if we can create a resource pool who can adopt more interactive methods such as BRIDGE facilitation models. Dr. Mohammad added that in cascade model the general complaint is of loss of information. Maybe, it can be supplemented by uploading videos on EMB websites that provide information as need be.

SESSION TWO

SESSION 2 : EXPERIENCE SHARING ON TRAINING OF POLITICAL PARTIES, SECURITY PERSONNEL, OBSERVERS, MEDIA AND CSOs

Chair : Dr. Nasim Zaidi, Former Chief Election Commissioner of India

Panel:

- Mr. Juhwan Lee | Director, A-Web
- Mr. Vivek Khare | Director, IIIDEM (Training), Election Commission of India
- Mr. Mansour Sadeghi | Political Electoral Officer, UNEAD
- Mr. Erik Asplund | Programme Officer, International IDEA



Dr. Nasim Zaidi chairing the second session

Directed towards knowledge sharing of capacity development techniques and methods on training specific stakeholders in the electoral cycle, namely political parties, security personnel, observers, media and civil society actors, the next session was chaired by ECI's former Commissioner, Dr. Nasim Zaidi.

Dr. Zaidi said that all these stakeholders have an important role to play in elections and thus their training and capacity development is necessary in all electoral processes.

The first presentation was made by Mr. Juhwan Lee, Director of A-Web in South Korea. Mr. Lee said that he had also worked with Korean Civic Education Institute for Democracy (KOCEI) in the past. He explained some of the training techniques adopted by KOCEI.

For instance, when the Institute provides training to political parties, Mr. Lee said, it does not mix members of various political parties. This is to avoid tension or conflict among the trainees.

“In the training of police officers, they are often provided with situations that they are likely to encounter while performing their duties.”

Special training is also provided to school teachers. That is a type of cascaded training for civic education. The National Election Commission of South Korea has signed a Memorandum of Understanding (MoU) with the Ministry of Education so that when school teachers finish the programme provided by KOCEI, they can get credits for the course once in their job training.

“The ECI holds consultations and meetings with political parties before introducing new initiatives. It also seeks the views of political parties while preparing election schedules and related activities. Any modifications or changes in laws, rules, procedures, electoral roll, etc. are brought to the notice of political parties. However, the training of party cadres is something the ECI has not taken up so far.”

The next presentation was given by Mr. Vivek Khare, Director of IIIDEM, who explained the techniques and challenges in training the various stakeholders. Mr. Khare informed the participants that in India, there are seven national recognized parties, 48 state recognized parties while 1,862 are unrecognized registered parties. The number of candidates in the last general elections to parliament was 8,251.

The ECI has prepared handbooks for candidates and there is a felt need for capacity building. This is important as candidates usually do not have any formal knowledge of election laws and procedures, and thus there is a need for training so that there are fewer mistakes and disputes. India has a very unique system where all the political

parties together have decided to adopt a Model Code of Conduct which is to be followed by all parties during campaign and election period. In India, there are also limits on expenditure by candidates in elections and they have to submit their accounts to the Election Commission.

Mr. Khare further talked about the initiatives taken by the ECI in using technology in elections. Electronic Voting Machine (EVM) and Voters Verifiable Paper Audit Trail (VVPAT) are used in India – EVMs are used in all elections in India since 2004 and VVPAT has been made compulsory now. There is a need to generate awareness about EVMs and VVPATs among the voters, political parties and candidates. The ECI has also developed mobile applications for election management purposes, even for interacting with political parties.



Magnitude of Political Party Setup in India

In the case of security personnel, approximately 5 million security personnel are deployed during a general election in India. Training to this workforce is limited to briefings about their roles and responsibilities. Besides, consultations are held with senior security officers before announcement of elections and the mid-level officers are provided training at the state headquarters after announcement of elections. The training module focuses on civil and police administration coordination during elections, and election laws rules, procedures in relation to security personnel. In addition to this, the ECI has arrangement with police academies and administrative training units in the states so that election management content is included in the induction training and in-service refresher training programmes.

The ECI deploys senior officers as observers who act as the eyes and ears of the Commission while offering valuable guidance to field functionaries. These Observers are officers from civil service and are deputed from one state to another. There are different types of observers such as general observer, police observer, expenditure observer, awareness observer, electoral roll observer and micro observer, all of whom get general briefing on their respective roles and responsibilities.

With regards to media, while there is no formal training there has been a need for conducting workshops on election laws, paid news and political advertisements, opinion polls and exit polls, etc.



Civil society organizations are partners in public awareness. They independently carry out studies on political parties and candidates, and advocate electoral reforms. Though the ECI does not provide them any formal training, they are invited for many consultations and discussions. The ECI has put all the laws, rules and instructions in addition to handbooks, compendiums and checklists that are available to all. These materials are liberally used by stakeholders.

The next contributor, Mr. Mansour Sadeghi from the UNEAD told the audience that the United Nations has been providing electoral support to over 110 Member States in conducting credible elections, wherein a substantial part of this support is related to training and capacity building.



When UNEAD receives request from member states for support, a needs-based assessment of the areas in which value addition can be made is done. In the UNEAD, there are at least seven to eight entities that are engaged in providing technical electoral support to member states.

UNEAD does not only provide assistance in different phases of electoral process but also to different stakeholders such as EMBs, CSOs, media, etc. The only area it is a bit cautious in providing training and support is to political parties since the main asset of UNEAD is impartiality and it won't want that to be overshadowed.

The UN has supported local counterparts in establishing monitoring mechanisms, i.e., if trainings are developed and implemented, there will be continuous monitoring to see whether they have been useful or not and what are the lessons learnt.

In the UN, we try our best to preserve all the lessons learnt and documents produced so that people will have not re-invent the wheel. Another key consideration in our training and capacity building programmes has been 'inclusion'. The importance on 'inclusion' in UN based trainings is to promote the participation of women, youth and persons with disabilities.

In the case of women, one of the challenges they are facing is violence that keeps them away from voting. So, when training we try our best to mainstream gender in all our trainings. Similarly, it is a challenge to generate interest in the youth, which forms a large part of the society, to come out and vote.

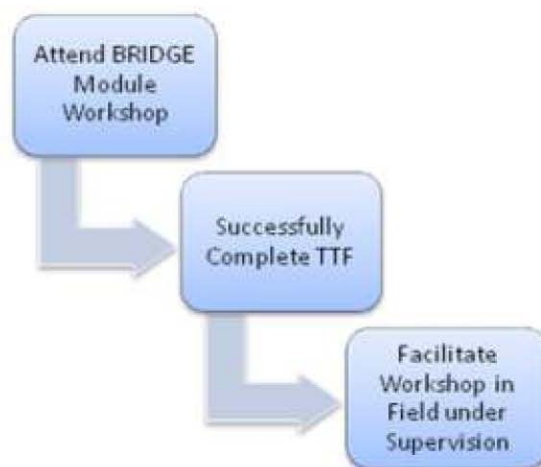
Some important lessons learnt from Capacity Building of EMBs include that capacity building goes beyond 'training' as it involves adopting and demonstrating a vision of goals and values, developing an organizational structure and job descriptions tailored to its functions, developing strategies for particular topics or specific groups, among others.

Another lesson learnt was that for voters to perceive the EMB as credible and professional, a strategic communication and outreach plan, and identifying the different stakeholders, is required. In addition, we have realized that to have credible elections, the results of which are accepted by the people, two key elements are required – one of them is the technical aspect and the other is the political aspect.

The last speaker for the session was Mr. Erik Asplund, Programme Officer of International IDEA, who talked about the BRIDGE (Building Resources in Democracy, Governance and Elections) project.

Mr. Asplund told the participants that BRIDGE is a modular professional development programme and is delivered through face-to-face workshops using adult learning principles. The BRIDGE methodology recognizes that if you want people to act professionally, then you must treat them as professionals. The atmosphere in a BRIDGE workshop is friendly and non-formal.

BRIDGE was conceived in 1999 and was first used in Timor-Leste in 2001. To date, over 2000 BRIDGE workshops have been conducted in more than 100 countries for over 15,000 participants. There are 24 modules in Version 2 of the BRIDGE curriculum that cover all aspects of electoral administration. A newer version, V3 BRIDGE, is currently under development by the BRIDGE partners namely the AEC, IFES, International IDEA, UNDP and UNEAD. The rationale for updating



Steps to Become a BRIDGE Facilitator

"In the V3, the voter registration and electoral systems module has been updated and is available on the BRIDGE website. A completely new module named Strategic Planning for Electoral Management was completed in 2016 and is now available both in English and French. There are a number of other modules on which the BRIDGE partners are all working together."

— **Mr. Erik Asplund**

BRIDGE was result of an external evaluation done in 2014. In addition, there was a survey and a feedback from BRIDGE facilitators and a discussion among BRIDGE partners. Now, the question was how to go about updating it. So, as an initial step we asked subject area experts among partners and beyond to look at the concerned modules and find the gaps considering that allot has happened in electoral processes since the version 2 modules were launched in 2008.

What we are doing now is making use of audio video materials; many a time there are excellent outreach or lectures videos by EMBs or experts on subjects that may be very illustrative or technical. So we are capturing that content and making the videos available in specific module activities designed to convey clearly identified key understandings, and to achieve specified learning outcomes.

Question-Answer & Discussion

Mr. Nasim Zaidi suggested that BRIDGE should provide access of their training modules to the various training institutes across the globe. In this regard, Dr. Noor Mohammad suggested that BRIDGE Training the Facilitator (TtF) workshop can be conducted at IIIDEM so that at least some experts will experience the participatory method of training and have access to BRIDGE modules. Mr. Sudeep Jain also suggested that all the National Level Master Trainers of ECI can undergo BRIDGE training. Mr. Asplund responded that in order to acquire the BRIDGE modules, one needs to conduct a BRIDGE TtF in their respective country.

Dr. Sa'ad asked Mr. Erik if BRIDGE trainings can be customized and compressed as the top-level officials of EMBs do not have the time to spend 5 days to 2 weeks on the workshops. Mr. Erik replied that finding time is always going to be a challenge. Unfortunately, many election commissions do not prioritize training, however the BRIDGE curriculum is flexible and can be customized to a shorter workshop depending on the objectives. Mr. Jain added that the idea of IIIDEM being the sixth partner of BRIDGE could be explored.

SESSION THREE

SESSION 3 : ELECTORAL TRAINING FOR INCLUSION

Chair : Dr. SY Quraishi, Board of Adviser at International IDEA and Former Chief Election Commissioner of India

Panel:

- Ms. Lea Zorić | Policy Analyst, UNDP
- Mr. S.D. Sharma | Sr. Fellow, ECI
- Ms. Tamar Tsertsvadze | Member of District Election Commission, Central Election Commission of Georgia
- Mr. Mansour Sadeghi | Political Electoral Officer, UNEAD
- Dr. Chandra Bhushan Kumar | Chief Electoral Officer of New Delhi, ECI
- Dr. Sa'ad Umar Idris | Director General of the Electoral Training Institute, Nigeria
- Ms. Peita Mamo | Acting Director, AEC



Dr. S Y Quraishi chairing the third session

With the intent of ensuring inclusion and equal voting rights to all sections of society, board of adviser at International IDEA and former CEC of the ECI, Dr. S Y Quraishi chaired the session on ‘Electoral Training for Inclusion’.

Dr. Quraishi said that women are the biggest minority in India, with a gender ratio of 940 women per 1000 men. But the good thing is that in India from day one, equal voting rights were given to women. Some of the initiatives included separate queues for women at polling stations, separate polling stations for women in some areas, women officers at polling stations for identity check of women voters at polling stations, and deployment of women police. For persons with disabilities, a ramp is provided temporarily for one day at the polling station. We use about 1.8 million voting machines and all of these have a Braille facility.

At the time when we introduced democracy, we had 84 percent illiteracy. Therefore, we invented symbols so that illiterate could also vote. Another consideration for inclusion related to gender and age so as we found that not enough women and youth are enrolled in the electoral roll. We also randomize deployment of our staff on election duty so that no one knows which official will be deputed at which polling station.

“In recent times, transgender persons have also been given the option to describe themselves at ‘others’ in electoral roll.”

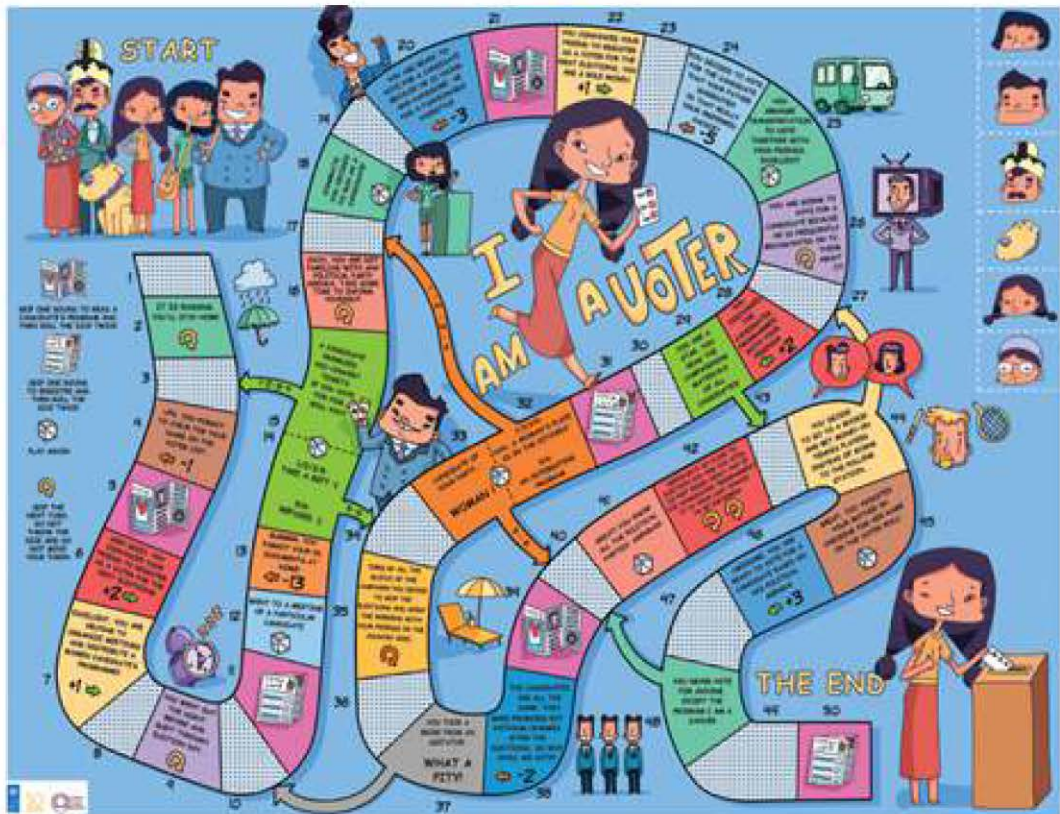
— *Dr. S Y Quraishi*

A number of factors are taken into account while developing the election schedule. These include weather, agricultural cycles, festivals, exam schedules, public holidays, etc. The ECI performs a detailed vulnerability mapping to check threat and intimidation of voters. Video graphers and digital cameras are used acting as great deterrent, and there are hardly any complaints of threat and intimidation. All this helps in ensuring maximum participation of voters in elections.

Ms. Lea Zorić from the UNDP commenced the session by explaining the importance of mainstreaming gender within all steps of the electoral cycle. Explaining the UNDP approach to capacity building, Ms. Zorić said that UNDP focuses on developing an enabling environment in context of policy framework, country’s constitution and social and cultural norms which pose a big burden to women’s participation.

On the organizational level, we have internal policies and support EMBs in gender mapping, to develop gender strategies, action plans and policies. On the individual level, we provide training material in form of e-learning, curricula, etc.

In 2015 and 2016, 77.8% of all electoral assistance programmes had a specific gender output. The key entry points to promote gender equality in the electoral cycle include civic/voter education, voter registration, nomination of candidates and electoral campaigns.



UNDP civic education initiative: A project in Kyrgyzstan used the board game showed above to raise awareness among the public

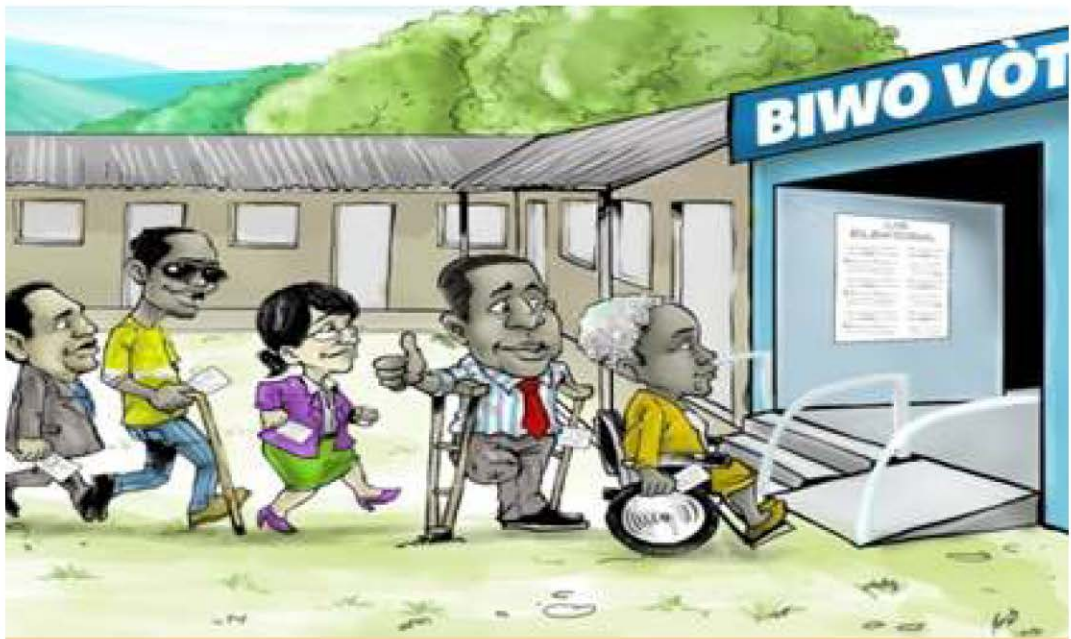
Ms. Zorić showed the participants the various publications and voter education materials UNDP has produced in partnership with other organizations to raise awareness on women's participation in elections.

Mr. S.D. Sharma showed the participants various campaigns devised by different countries on methods adopted to handle inclusion of persons with disabilities. These included examples, in form of civic education posters and other initiatives from Afghanistan, Haiti, Myanmar, Paraguay, Canada and others.

15% of the world's population has a disability and 80% of these persons live in developing countries.

- WHO

In Canada for instance, there is an accessibility policy for Persons with Disabilities which call it a ‘living document’. The country allows for flexible voting methods, have well designed training needs assessment and sensitize the election officers for providing training to the entire election machinery. For example, for blind persons, the country provided telephone dictation as assistance in voting. Likewise, New Zealand has defined special voters under law and provides all necessary facilities to such voters. Some of their facilities include voting from hospitals.



A civic education poster on assisting persons with disabilities in Haiti

Ms. Tamar Tsertsvadze talked about challenges in encouraging youth participating in elections. Ms. Tsertsvadze told the participants that Georgia has a public school programme oriented for 12th standard students, who are 18 years old. In this 5-day course, we give them full information about elections – election period, history of elections, and importance of participating in the election process, among others. There is another programme, for university students, which covers one semester. We conduct special seminars where we inform the students about the special laws and rights during election period.

For students pursuing master’s degree, the course is built in four stages. In the first stage, we provide theoretical knowledge and practical cases. The second stage focuses on written skills on electoral management. In the third stage, students are

required to demonstrate the knowledge, both theoretical and practical, that they have gained in the previous stages. In the last stage, students have to take a test on what all they have learnt till now.

We also have other special projects for young students, for students who have not finished school/university but are interested in election process, and for those who want to work for the Commission.

Following this, Mr. Mansour Sadeghi made a presentation on international migrants and elections.

In out-of-country voting, there are a few challenges. For example, it is costly; anywhere from 20-50\$ per person. Secondly, the voter turnout usually remains low. The third pertains to political complexity, so it depends whether the government is interested in out-of-country voting or not. Another factor is whether it is easy for people, living outside the country, to go out and vote since many countries organize out-of-country voting only in their embassies. Often, migrants fear that they may disclose their identities by voting and may get deported.

The UNEAD is engaged in organizing out-of-country voting mostly in post-conflict situations. What is important when conducting out-of-country voting is that all political actors agree to give equal rights to people living outside the country; all other challenges then become secondary.

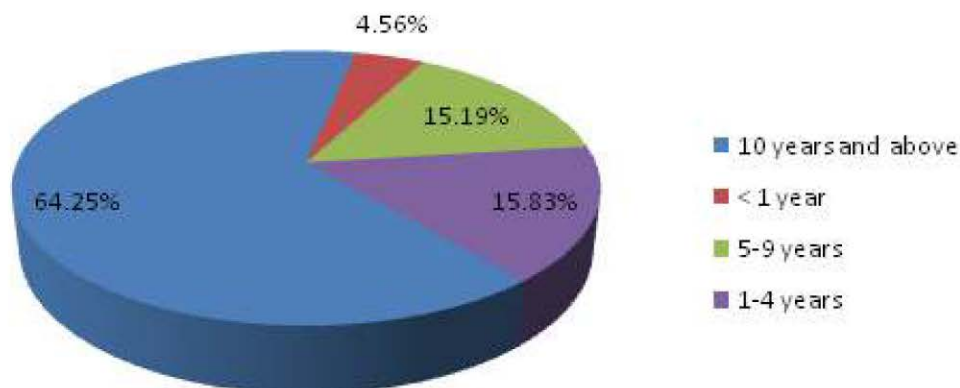
Next contributor, Dr. Chandra Bhushan Kumar explained that as per the 2011 census, there are 453.6 million internal migrants in India. From this, about 70% of them are females with the main reason of migration being marriage (moving out of their parental household to their spouse's place).

Election programmes are designed for students in Georgia at different levels:

- Young Students who have not finished school/college
- 12th standard students
- University students
- Students pursuing masters' degree

"There is no clear international rule that would require the host country to provide the facilities to migrants to vote and there is also no obligation on the origin country to provide that facility."

— Mr. Mansour Sadeghi



The pie-chart shows the age group of migrants in India

In the context of migration, the first issue in inclusion in the electoral rolls is identity proof, i.e. getting identity in a new place. This leads to political participation and also builds trust. Since India's partition in 1947, close to 15 million people migrated from both sides i.e. India and Pakistan and at that time, the issue of inclusion came up. New laws and guidelines were formed to ensure inclusion of migrants in the voter list. As a result, a number of steps were taken by the Commission for easy registration of migrants. These also included enrolling rickshaw-pullers and homeless persons to be eligible to cast their votes.

Mr. Kumar told the participants that the Commission has taken a number of steps for ease of registration of migrant voters. Now, voters who are more than 25 years old can produce self-declaration about their age if they do not have a birth certificate. Homeless people are also considered as residents of the pavement/other open place where they sleep. We have a common platform, ERO-Net, through which we can track the migrants and this would further help us in registering them at new locations.

The next speaker, **Dr. Sa'ad Umar Idris**, explained the challenges in including ethnic minorities in the process of elections. In Nigeria, there are around 389 ethnic groups, with different customs, languages and traditions. They do not understand English language while all our processes and procedures on electoral training are in

"Voter education, sensitization, videos, and posters on elections also have to be translated for them to be meaningful. Otherwise, this would mean a large population of Nigeria would be disenfranchised. We have thus started aggressive campaigns to change the legislation."

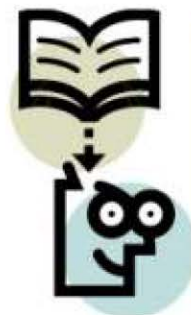
— **Dr. Sa'ad Umar Idris**

English language. Thus it is a critical issue in addressing the section of non-English speaking population. We have to translate their training modules into different languages.

Another challenge in inclusion for electoral training in Nigeria is the pockets of areas in remote locations where insurgents are still operational; this is a major issue. Additionally, there is the problem of language and in spite of translations being offered in election materials, many persons living in remote pockets do not understand the three main languages spoken in Nigeria. Thus, devising a curriculum and coordinating with persons who can speak the local languages is another challenge faced in electoral training.

Ms. Peita Mamo explained how AEC reaches out to target audience in election awareness. Ms. Mamo talked about the training provided to the polling staff in handling the issue of inclusion. She particularly presented the activities conducted by AEC regarding youth and community engagement. We have a National Electoral Education Centre where school students learn about democracy in Australia, parliament, how elections work, and related subjects in a 90-minute session. It also includes a simulation where they get the opportunity to learn how to vote and see the results. We have a similar programme, 'Get Voting', on our website also for schools to provide learning opportunities for students. Last year, approximately 50,000 students participated in this programme. We also provide curriculum support to make sure electoral education is embedded in a school's curriculum. We provide professional learning workshops for teachers to attain the knowledge and understanding to teach their curriculum to students.

We have a programme, in collaboration with other partners, called the National Ingenious Youth Parliament for young persons interested to know about Australia's democracy and also develop their leadership skills.



"We do a range of community programmes. During the last elections, we partnered with the Australian Libraries Association to deliver community workshops about voting in public libraries across Australia. The idea behind this was that libraries have a good connection with the local community and we try to tap in what already exists in communities and how we can best target particular audience."

— Ms. Peita Mamo

We also have an online community kit that has a range of materials which the community organizations can use internally for their information sessions. In the polling places where there is a high density of population who do not speak English, we have a voting information officer whose role is to support people who cannot read the ballot paper and explain them in their own language the procedure to complete the ballot paper.

For persons with disabilities, we provide a range of resources such as instruction on how to enroll in elections, audio recording of candidate list, information in Braille, translated information in a range of languages, among others.

Question-Answer & Discussion

Mr. Ifeanyichukwu Agoha, Deputy Director at The Electoral Institute, Nigeria, added that in context of inclusion, in Nigeria, election officials, security personnel, persons under trials (in detention) do not vote on election day. So, due to this their voting rights are not being met.

Dr. Sudeep Jain said that political parties are sometimes quite interested in getting votes from abroad is India. He said that there have been instances where the Election Commission received information about political parties organizing chartered flights for Indians living abroad to come here and vote. Many a time, our expenditure monitoring teams have been deployed at Airports to check if such cases are taking place.

Dr. Noor Mohammad said that a common reason for exclusion of voters is that the polling station is placed very far away from the residential location. For example, in hilly areas, these instances tend to be more prominent.

Dr. S Y Quraishi raised a point that the option of voting in the embassy for out-of-country voters is very difficult. This is because the average size of a polling station occupies 1,000 voters while in Saudi Arabia alone, there are 3 million Indians. He added that an important category that was left out from the discussion is the defence forces.

SESSION FOUR

SESSION 4: RATIONALE FOR ESTABLISHING AND OPERATING TRAINING FACILITY AND ITS SUSTAINABILITY ISSUES



Mr. Erik Asplund chairing the fourth session

Chair : Mr. Erik Asplund | Programme Officer, International IDEA

Panel:

- Ms. Rakshmi Paudel | Section Officer, Election Commission of Nepal
- Mr. Ifeanyichukwu Agoha | Deputy Director, The Electoral Institute, Nigeria
- Ms. Diana Zaridze | Specialist of Legal Maintenance Division, Central Election Commission of Georgia
- Mr. Juhwan Lee | Director, A-Web
- Dr. Bhagban prakash & Dr. Noor Mohammad | IIIDEM, India
- Mr. Vladimir Georgiev Penev | Member, Central Election Commission of Bulgaria

This session involved the discussion on electoral training, education and resource centers and the purpose for establishing and operating training centers as well as the issue of sustainability. The session was chaired by Mr. Erik Asplund, Programme Officer, International IDEA.

He explained that many EMBs face challenges as they seek to build or maintain effective and sustainable structures that can provide electoral capacity development. This includes practical issues such as preparing and delivering curricula, maintaining high quality in cascade training, monitoring and evaluation as well as certification modalities. As a result several EMBs have established Electoral Resource Centers.

He highlighted that International IDEA has identified 27 EMB-affiliated institutes, centers, schools or academies across the globe (International IDEA, Electoral Capacity Development, 2017). The first centers were established in 1995 in Bangladesh and Mexico. While each of the 27 centers have different missions and vision statement they all focus on training, professional development, civic and electoral education, research or peer-exchange or any combination of the above.

He highlighted International IDEA research findings which included the number of centers established by region over time (see figure 1), mentioning that the 15 centers are located in Latin America, 9 in Asia, 2 in Europe and 1 in Africa.

Figure 1: No. of centres established worldwide & by region over time

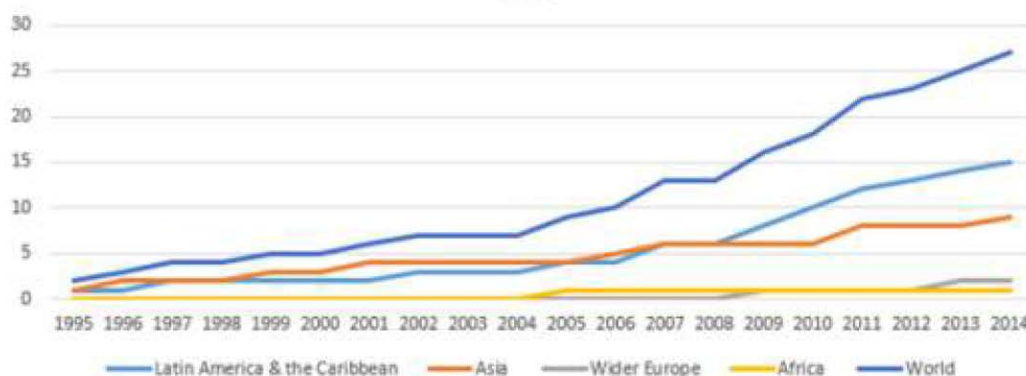


Image: International IDEA 2017

Most centers engage permanent staff in continuous training and professional development on thematic areas relating to electoral architecture and electoral operations. At times centers also focus on building the capacity of permanent staff to engage in cascade training for temporary staff (for example voter registration, polling, counting and results transmission).

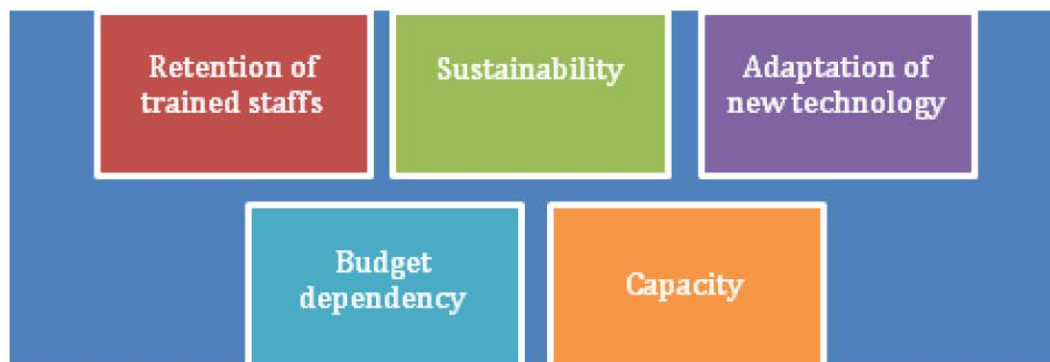
Many centers also focus on raising the capacity of electoral stakeholder (political parties and candidates, the media, election observers, security sector agencies, CSOs, dispute resolution bodies). Examples of popular topics include: voter and civic education; party registration, media and elections; electoral security.

He also explained that many centers in Latin America are also engaged with civic and citizenship education working with universities and schools with a focus on educating the youth as well as non-citizens and future citizens, and not just eligible voters. The centers affiliated with the EMBs in Nepal, Hong Kong and Australia have even opened their doors to visitors who can explore exhibits and engage in activities on their countries electoral system as well as enrollment, voting, counting procedures.

In addition, Asplund explained that several centers, on behalf of the EMB, have started to engage in research and innovation. This includes knowledge production on various democracy and election topics (handbooks, papers, databases), knowledge application (training curriculum development, e-learning) documentation, analysis and ICT innovation.

Peer-to-peer training and/or exchange involve hosting of regional or international training programs open to EMB managers/staff from abroad. The organization of regional or international workshops/conferences focuses on electoral processes with the aim to share need, challenges, lessons learnt and good practice between EMBs and international organizations. Electoral Resource Centers engaged in peer-to-peer training & exchange include South Korea (1996), Peru (2005) Costa Rica (2009), Mexico (2010), India (2011) and Panama (2014).

Kicking off the session, Ms. Rakshmi Paudel, Section Officer from the Election Commission of Nepal, explained the similarities in the challenges and practices of election management in India and Nepal. These include creating electoral education system, providing voter IDs, using mobile apps for event tracking systems et al.



Challenges in Electoral Training in Nepal

Due to the earthquake in 2015, it has been really difficult to arrange financial resources, training material, facilities for training, and find skillful trainers. The issue of accommodation has also been a major issue. Despite all this, we held the local level elections successfully with high voter turnout.

The Commission established the Electoral Education and Information Centre to provide educational facilities to students, youth and first time voters, political parties and their cadres, etc., to conduct training for election officials and stakeholders, and to maintain a knowledge centre. We also have electoral education training for social studies teachers.

Following this, **Mr. Ifeanyichukwu Agoha**, Deputy Director of the TEI Nigeria, explained the need to professionalize the electoral workforce in order to meet the demands of a service oriented Electoral

Various challenges affect the sustainability of electoral training. They include:

- ✓ *Lack of political will*
- ✓ *Funding of training (lack of budgetary provisions and limited grants)*
- ✓ *Bureaucratic bottleneck*
- ✓ *Civil service versus professional outfit*

Commission. For the past 17 years, Nigeria has been able to conduct democratic elections. The democratization process has begun taking deep roots in the country. However, the challenge that followed the incremental sustainability of our process is the apparent lack of professionalism on the part of the permanent staff. This problem is also applicable to the ad-hoc staff and other stakeholders.

In 2005, The Independent Election Commission of Nigeria (INEC) established the TEI to serve as the foremost center for training of electoral personnel and for electoral research and documentation in and around Africa, and to professionalize the workforce.

The collaboration of TEI with three premier universities in Nigeria has helped to recreate the learning culture in the INEC and has ensured that university curriculum



includes electoral education. The Commission was able to sponsor more than 400 of its staff to undergo Diploma in Election Administration and Post Graduate Diploma in Election Administration.

The idea of a training institute will greatly reduce the incidence of electoral violence and impact positively on the electoral space. It has also greatly influenced the citizenry because of their basic understanding and disposition to politics and elections.

Adding to this, **Ms. Diana Zaridze** from the Central Election Commission of Georgia told the participants that the Election Administration of Georgia has a strategic development plan for five years. Every year the activity plan is drafted about training policies for permanent staff. For non-permanent staff, the training is developed on needs basis.

Professional development of election administration officials is one of the most important areas, because the competent employee is the guarantee of effective and efficient functioning of Election Administration. Such professional development consists of self-development, trainings, mentoring and sharing international experiences.

Steps to achieve professional development of administration officials

Evaluation of trainings is a key-step for planning future trainings. It helps us to analyze gaps and face new challenges. To effectively evaluate trainings, we use confidential evaluation by participants. In addition to this, the CEC and the CEC



Training Center, each calendar year, submits the report on conducted trainings. The final assessment and analysis of the trainings is used for planning the future training programs properly and effectively. International experience is widely and effectively used in the activities of the CEC of Georgia.

Mr. Juhwan Lee, Director of A-Web, explained that the conduct of elections is not simply an Election Day event. For elections to be more meaningful, it is important to train election officials and other stakeholders.

There are three main A-Web programmes for training, namely Capacity Building Training Programme, Election Visitors Programme and Introduction of ICT in Election Management. Among these, the first two are useful for experience sharing. The problem in conducting these two programmes is that in many cases, the

participants are first-time overseas travelers and thus do not pay much attention to the content. The other issues relate to culture difference and language barrier. Another challenge we experience relates to evaluation, as to how effective the programme was in improving the election.

Following this, **Dr. Bhagbanprakash** and **Dr. Noor Mohammad** from IIIDEM explained the backdrop of establishment of IIIDEM in 2011. A group of experts were called from different parts of the country to examine the training situation on election management and submit a report. This became crucial as the knowledge and information society of the 21st century expects a new, updated and modified set of skills, competencies and expertise to professionally manage complex electoral process.

Election management is not an academic discipline in our universities, so there is dearth of election experts in the open market. Additionally, electoral training institutes can ensure uniform standard and quality of training, in addition to developing client specific curriculum approaches and tools. So, we developed our own institute.

In terms of sustainability, they are of three types: institutional, financial and human resource. Sustainability, we believe, can come only when an institution provides quality services. For this, we entered into various MoUs with electoral bodies and international organizations. With regards to curriculum development, it is a continuous process. We felt that despite providing the resource persons with the lesson plans, supplementary learning materials, handouts, PPTs, etc., they used to just give a plain lecture. The reason for raising this issue is to show that TTF training is very important now.

Though we do not have any financial issues with regard to domestic training, there are some funding issues in international trainings. To address this, we are always improving the quality of our trainings. There should be reasonable amount of autonomy in the working of training institutes, be it partly or completely.

While IIIDEM has all its learning support materials intact, the team is trying to improve the quality of its trainings. For this however, there should be a considerable amount of autonomy for such institutions to perform well. One UNDP default principle for capacity development is not to rush since capacity development is a long term process. It eludes delivery pressures, quick fixes and the search for short-term results.



Need for a Training Institute

Concluding the session, **Mr. Vladimir Georgiev Penev** from the Central Election Commission of Bulgaria explained that the EMB's main aim is to ensure that every voter goes to the polling station to cast their vote. To assist in this endeavor, Bulgaria, like many other countries, has polling stations near people's homes, facilities to vote at medical treatment centres, detention centres, schools and universities, among others. Special attention is given to PwDs and there is also the possibility of using mobile ballot boxes for voters who cannot visit the polling stations. For Bulgarian voters living abroad, the process to vote is smooth and easy; apart from the Embassy, people can vote at other designated areas.

"To ensure transparency in the working of the Commission, all minutes of meetings are uploaded online. We also respond to queries related to elections on our website. We organize awareness campaigns on social media portals."

— *Mr. Vladimir Georgiev Penev*

A new practice in Bulgaria is the cooperation of CEC and non-governmental organizations in election procedures. The CEC organizes regular trainings and discussions with all stakeholders on various topics of electoral process.

Question-Answer & Discussion

Mr. Sudeep Jain said that in terms of domestic trainings, there is no issue of funding in conducting trainings at ECI. The Commission has all the powers to direct that certain number of trainings have to be organized and we never face challenges in funding.

Dr. Sa'ad Umar Idris clarified that the vision and mission of Electoral Institute of Nigeria is in consonance with that of INEC Nigeria. We are not autonomous and report to INEC.

Mr. S Y Quraishi suggested, taking India as an example which has had vast experience in facing sustainability challenges in running a training institute, that a model framework can be developed by International IDEA based on global experiences so that someone wishing to set up a training institute does not have to reinvent the wheel.

SESSION FIVE

SESSION 5 : USE OF TECHNOLOGY IN ELECTORAL TRAINING/ DISTANCE LEARNING

Chair : Mr. Sudeep Jain | Deputy Election Commissioner, ECI

Panel :

- Mr. V.N. Shukla | Director (IT), Election Commission of India
- Mr. Ankur Gupta | Business Development Manager (South Asia), ScytI
- Ms. Lea Zori | Policy Analyst, UNDP
- Mr. Erik Asplund | Programme Officer, International IDEA
- Mrs. Aparna Bhattacharya | Programme Manager, IIIDEM



Mr. Sudeep Jain chairing the fifth session

The fifth session of the workshop was chaired by Mr. Sudeep Jain to facilitate the experience sharing of using technology in electoral training as well as in distance learning. Mr. Jain said that most training professionals face five major challenges when it comes to electoral training:

1. How to train and reach out to large number of learners
2. How to maintain quality
3. How to monitor hundreds of training batches conducted across the country
4. How to evaluate training effectiveness
5. How to sustain and update learning

Fortunately, technology today provides the solutions to almost all these challenges, especially in a cascaded model of training. The session saw presentations from the Commission and its training wing IIIDEM, UNDP and International IDEA. A company named 'ScytI' that works on securing electronic voting and e-governance also made a presentation.

The session commenced with **Mr. Ankur Gupta** from ScytI explaining to the participants the work undertaken by ScytI in electronic voting, election management

and election modernization solutions. Currently, ScytI has 41 patents on online voting and has developed 33 products which work on elections across the globe. In the last 10 years, ScytI has managed over 100,000 electoral events electronically across over 35 countries.



E-learning has found to help ease the election burden by delivering interactive election staff training. This further helps to reduce costs, enable election commissions to update training content quickly, raise the quality of election staff standardize training and reduce the challenges of a cascaded model. E-learning can also

be beneficial for places that have adverse climatic conditions. For example, Canada has harsh climatic conditions and it is not always possible for all the trainers to go out and attend programmes. So, they implemented an online learning programme.

Following this, **Ms. Lea Zorić** from UNDP explained how anyone with internet access can make use of E-learning. Ms. Zorić showed the participants various web

courses UNDP has developed with its partners and other organizations. These courses covered topics like electoral result management system, credibility and acceptance of electoral processes, gender, sustain ability, etc.

In the past, UNDP has worked on mobile phone campaigns in Ghana, Angola and Liberia. These campaigns focus on various goals such as allowing citizens to verify voter registration details, provide information about where and how to vote, mobilize voters in hard to reach communities and through mobile phone services. The UNDP has also developed videos on social media for countries like Nepal, Lebanon and Timor-Leste.

However, there are always challenges such as limited access to electricity /computers /internet, possibility to further marginalizing certain groups by adopting a strong focus on ICT and internet based learning etc. Certain mitigating measures can be taken like complementing E-learning to 'traditional' knowledge products and using 'pop-up' internet learning centers etc.

"We need to make sure that we do not see E-learning as a single tool for capacity development. It is a great tool for outreach but it is also limited towards urban areas and for certain economic income groups."

– Ms. Lea Zorić

Next up, Mr. V N Shukla from the ECI explained that when IT is to be brought in elections, it has two purposes: a) developing solutions for electoral processes across the electoral cycle, and b) using it for educating people.

When we talk of election cycle, we have three different requirements for delivering training: bringing awareness, training large number of election officials from different backgrounds, and research.

Initially when E-learning was brought into IT, it was a concept of virtual classroom where information provided by teachers or speakers was proliferated to users through internet. It was then kind of a broadcast show. Then gradually there were advancements with feedback opportunities which provided for question-answer format. This required a huge amount of technological competency since it involved video, audio and text, all together.

Then in the third generation, with cloud technology and high reservoir of memory and data centres, E-learning took a totally different turn and now E-learning means a variety of things. Now E-learning is coming with machine learning, i.e. the machine which provides E-learning tries to understand the behavioral pattern of the user and based on that adjusts the speed of content delivery.

If the user is a fast learner, he will get more things to learn. In case the user is not able to understand some points, then machine will try to give more details on the particular topic.

E-learning development requires building a knowledge base before developing the content. The learning contents define the quality of training and how people will accept it.

Following this, **Mr. Erik Asplund** from International IDEA spoke about ACE The Electoral Knowledge Network, which attracts more than 2.5 million visits per year. ACE has existed for 19 years and can be used for self-motivated learning. It is primarily an electoral encyclopedia, a comparative database and a resource bank for electoral materials. Election material is stored on ACE, i.e. strategic plans, ballots, or codes of conduct from different parts of the world. The information provided on ACE is comprehensive with more than 10,000 pages of information divided into 13 topic areas.

Since 2013 the ACE partners have been updating the ACE encyclopedia topic areas with new information and will soon (2018) release a new accessible format. Each topic area will now include a short text about the topic, a short video based on the text, access to new and relevant publications, and will also be linked to comparative data. The idea is also to link each topic area with relevant E-learning modules developed by ACE partners and other organizations.

Then in the third generation, with cloud technology and high reservoir of memory and data centres, E-learning took a totally different turn and now E-learning means a variety of things. Now E-learning is coming with machine learning, i.e. the machine which provides E-learning tries to understand the behavioral pattern of the user and based on that adjusts the speed of content delivery.

Next, Ms. Aparna Bhattacharya from IIIDEM explained the role of technology in training cycles, i.e. training planning, training execution, training assessment and support and reinforcement.

We have started using virtual classrooms. In India, there is the challenge of reaching out to stakeholders as many of them are located in remote areas. E-assessment of training programmes and report generation, use of mobile apps to get feedback, are some of the initiatives we have taken to assess our own training programmes.

However, there are still a lot of places in India where internet access is low. Some offline digital resource material can also be a solution to overcome this challenge of outreach.

Currently, we are in the process of developing a moodle-based LMS (Learning Management System) platform with these key features:

- Pre learning assessment tests, because we want to check the knowledge base and create learning modules based on prior learning.
- Personalized learning pages for learners, to make the learning experience extremely personalized.
- Diagnostic assessments, to find out shortcomings and other issues in the learnings.
- Automatic progress tracking and report generations, as new features in LMS.
- Highly user friendly environment, given huge theoretical data.
- Regional language interfaces, for acceptance from stakeholders.

Why Virtual Classroom

- To reach out to different geographies simultaneously
- Increasing popularity and accessibility of the internet
- Economic and efficient learning with digital resources
- High interactivity across geographies
- Flexible time of learning
- More interactive learning



Concluding the session, Mr. Juhwan Lee from A-Web explained that building an E-learning centre is one thing and operating an E-learning centre another. It is a difficult task to make stakeholders, other than permanent election staff, undergo a cyber education programme, given the lack of an incentive. Then a condition was put that only those stakeholders who undergo the cyber education programme would be recruited for election duty.

An Integrated Voters' list is used in early voting method which is a special electronic compilation of voters' lists of the whole country. It is prepared by the NEC for the purpose of management of voting at the early voting stations to be used again for the management of Election Day voting.

"In South Korea, early voting method is used for greater outreach and ease of voting. The method comprises of voting at early voting stations for any voter, postal/home voting for voters with mobility challenges or those living in remote areas, overseas voting for overseas voter and shipboard voting for ocean going sailors."

— Mr. Juhwan Lee

Question-Answer & Discussion

Dr. Sa'ad Umar Idris asked how to implement E-learning in a country like Nigeria where power supply and internet network are scarce in many areas. To this, Mr. Sudeep Jain said that in India too there are some areas where there is no internet or mobile phone connectivity. One solution to this, he said, that IIIDEM adopts is that when election officials such as presiding officers come for training, we provide them with the training videos on their phones using Wi-Fi, so that they can later refer to those videos, as need be, when they are on the field. Mr. Ankur Gupta added that Nepal also faces similar challenge raised by Dr. Idris. The Election Commission of Nepal, thus, periodically transfers data from their headquarters to the regional offices. In case of lack of internet connectivity, they send the data using CDs and hard drives.

Ms. Lea Zorić said that given the challenges in delivering E-learning based trainings, it becomes important to get feedback from the users. If there are some technical issues in the E-learning courses, then there are high chances that the user sitting far away would start the course but not finish it. Thus, feedback is required to improve the courses and their delivery.

Dr. SY Quarishi said that the subject of 'technology being a disaster' should also be studied. This is because a number of instances have taken place in the past, in countries across the world, when technology failed on Election Day, resulting in major delays in poll process.

SESSION SIX

SESSION 6 : DISCUSSION ON DRAFT NEW DELHI STATEMENT ON ELECTORAL CAPACITY DEVELOPMENT

In the workshop's final session, the participants were divided into four groups for discussing the Draft New Delhi Statement on Electoral Capacity Development. Each group consisted of 4-5 participants, all bringing to the table their expertise on different components of election management.

The participants of each group deliberated on one topic each of the Statement and the detailed points mentioned therein. Changes and recommendations were made, as case may be, by each group and were consolidated to be presented when the participants came back for a joint discussion on the whole Statement.

In the joint session, further discussion was held on each point of the Statement, and each participant gave their valuable inputs.

Group 1

Topic Discussed : Meeting the Emerging Challenges and Concerns in Electoral Capacity Development

Moderator : Mr. Erik Asplund | Programme Officer, International IDEA

Participants:

- Ms. PeitaMamo, Australian Electoral Commission
- Ms. Maia Gudadze, Central Election Commission of Georgia
- Mr. Vladimir GeorgievPenev, ACEEEO, Bulgaria
- Mr. K R Chakrabarthy, ATI Andhra Pradesh
- Mr. S B Joshi, ECI
- Ms. Radhika Krishna, IIIDEM, ECI



Group 2

Topic Discussed : Sustain ability of the Training Facilities

Moderator : Mr. Sudeep Jain |Deputy Election Commissioner, ECI

Participants:

- Dr. Sa'ad Umar Idris, Electoral Training Institute, Nigeria
- Ms. Rakshmi Paudel, Election Commission of Nepal
- Ms. Tamar Tsertsvadze, Central Election Commission of Georgia
- Dr. Bhagbanprakash, ECI
- Mr. Binod Kumar, ECI
- Ms. Aparna Bhattacharya, IIDEM, ECI



Group 3

Topic Discussed : Democracy / Electoral Education and Capacity Development: Ensuring Inclusion particularly of Women, Youth, Persons with Disabilities, Minorities, and other potentially Disadvantaged and Marginalized Groups

Moderator : Dr. Noor Mohammad| Electoral Advisor, ECI

Participants:

- Mr. Ifeanyichukwu Agoha, Electoral Training Institute, Nigeria
- Mr. Juhwan Lee, A-Web, South Korea
- Ms. Diana Zaridze, Central Election Commission of Georgia
- Mr. Mansour Sadeghi, UNEAD
- Ms. Lea Zoric, UNDP
- Mr. Praskanva Sinharay, IIDEM, ECI



Group 4

Topic Discussed : Capacity Development of Stakeholders including Electors, Political Parties, Security Personnel, Observers, Media and CSOs

Moderator : Mr. Vivek Khare | Director (Training), IIIDEM

Participants:

- Mr. Chura Mani Panthi, Election Commission of Nepal
- Mr. SeungRyeol Kim, A-Web
- Mrs. Mariya Veselinova Musorlieva, ACEEEO
- Mr. Ankur Gupta, ScytI
- Mr. Subhajeet Sinha, IIIDEM, ECI
- Mr. Yogesh Rajput, IIIDEM, ECI



These groups, after discussion within the group, made a presentation to the plenary wherein each point was discussed by the participants and given a final shape. The New Delhi Statement so arrived at is annexed to this report.

VALEDICTORY SESSION

In the valedictory session, referring to the experience sharing of participants from across the globe, Mr. A K Joti said that collective wisdom is better for the purpose of implementation, as it involves sharing of ideas, experiences, good practices, innovations, failures and successes.

He felt that customization of the New Delhi Statement would also be required as different countries have different training institutes and needs. He also added that we may have a good plan of action but implementation is very important, i.e. the declarations should reach the concerned stakeholders. He added that the government of India is taking a lot of initiatives to have training institutes for capacity building. With such efforts, a new world-class campus of IIIDEM is coming soon in Dwarka, Delhi.



Adopting The New Delhi Statement on Electoral Capacity Development

Mr. Joti made special mention about the importance of security arrangements during election process. He said that security personnel play a key role in elections and it is vital that they are trusted by the people and are neutral in their stand. In this context, it is necessary that security personnel are trained properly and that security management of elections is considered an integral part of election management.

Mr. Joti thanked all the participants for taking out time to attend the workshop and requested them to give their valuable feedback, and suggestions for improvements in future.

NEW DELHI STATEMENT ON ELECTORAL CAPACITY DEVELOPMENT

Preamble:

Representatives of co-organizers – IIDEM and International IDEA and participating EMBs and Electoral Training Institutes who gathered in a two-day consultation workshop on Leveraging Electoral Training Facilities Globally, held in New Delhi on July 24th and 25th, 2017, recognized the importance of capacity development, enhancing electoral resources and professional competence for conduct of elections, hereby recommend the following guiding principles:

1. Meeting the emerging challenges and concerns in electoral capacity development

- 1.1 The knowledge and information society in 21st century expects anew, updated and modified set of skill and competency to professionally manage the complex electoral processes. Towards this end an EMB may consider establishing an electoral capacity development facility (facility).
- 1.2 The decision to establish such a facility may be supported by a needs and feasibility analysis.
- 1.3 The purpose of the facility will be determined by the mandate, the vision and the mission of the EMBs concerned. The role of this facility will be on electoral training, professional development, research, electoral education or peer exchange, or any combination of the above or beyond.
- 1.4 The EMBs, together with the facility, may strive continuously to contribute to a strong, stable and mature electoral culture in the irrespective countries following an electoral cycle approach.
- 1.5 They may consider identifying and evaluating priority areas and challenges for training and capacity development and work towards solution of emerging problems and challenges and develop innovative responses through a robust planning process.
- 1.6 There is need for laying emphasis on designing appropriate knowledge resources, training curricula and materials pertaining to the electoral process for training of electoral stakeholders. The electoral capacity development facilities may work to fulfil this need.

- 1.7 Election Training needs to be holistic and should focus on developing executives, managers as well as leaders. Apart from election related skills the other components must include written and verbal communications, creativity, innovation and enterprise, team development, critical and strategic thinking and problem solving, self-management, dispute resolution skills, project management, using technology, leadership, communication, motivation, management, coaching, mentoring, inter personal relationships and supervisory skills, and development of technical skills relevant to the specific Electoral issues.
- 1.8 Each programme may have training, learning and action goals which means each training initiative must lead to knowledge based action. This would necessitate cross functional teams who could work beyond their functional corridors providing hand holding support. Further, retraining and periodic refreshers courses are to be organized in order to prevent loss and maintain the skill level.
- 1.9 The training modules and supplementary learning materials as also the medium of instruction may be designed keeping in mind the local language to ensure better delivery of training.
- 1.10 E-learning may be promoted to ensure delivery of standard content and also to ensure continuous learning at the convenience of the learner.
- 1.11 A specialized Forum may be set up to ensure continuous interaction and peer-to-peer exchange among all the institutions engaged in electoral capacity development. The Forum should promote and enhance sharing of knowledge, experience and good practices.

2. Sustainability of the training facilities

- 2.1 Training of electoral staff is vital and as the trainee universe is enormous in size and diversity, the EMBs may endeavour to create adequate training facility to build capacity of the election officials.
- 2.2 Such facilities could also serve as Resource Centres for research and innovation and provide strategic inputs to the EMBs.
- 2.3 The EMBs or the concerned governments, as the case may be, shall provide

adequate funds to establish and sustain the activities of the electoral training facilities.

- 2.4 The EMB should ensure the necessary functional autonomy to the training facilities.
- 2.5 The EMB should ensure that the training facility is adequately staffed.
- 2.6 All training programs to be organized, may follow universally accepted processes, procedures and practices, starting from Training Need Analysis (TNA).
- 2.7 The Facilities engaged in electoral capacity development world over should share their knowledge and resources. The adoption of International peer-to-peer exchange programmes may be considered.
- 2.8 The facilities may be suitably decentralized, though standardized, while keeping the scope for local needs and initiatives.

3. Democracy / Electoral Education and Capacity Development: Ensuring Inclusion particularly of Women, Youth, Persons with Disabilities, Minorities, and other potentially Disadvantaged and Marginalised Groups.

- 3.1 Inclusion of all eligible electors in the electoral process is a precondition for democracy as prescribed by Universal Declaration for Human Rights and many other international covenants and agreements. The electoral capacity development facilities should consider establishing democracy/electoral / civic education awareness programmes to electors in particular women, youth, persons with disabilities, minorities and other potentially Disadvantaged and marginalised Groups.
- 3.2 The Election Managers should be equipped with skills to ensure inclusion as part of staff professional training.
- 3.3 EMBs and electoral assistance providers are encouraged to continue to share their knowledge resources in order to capitalize on the existing knowledge, experience and best practices on inclusion.
- 3.4 The electorate particularly the potentially marginalized groups may be

provided with specific and targeted information, education and facilitation measures. There is a need to develop skill sets for each category of such voters and the EMBs may support their training facilities to develop such skill sets and provide the required resources.

- 3.5 There are a number of high-tech and low-tech solutions to facilitate the participation of potentially disadvantaged and marginalized voters. The training facilities should acquire, get acquainted with and use such solutions where possible.

4. Capacity Development of Stakeholders including Electors, Political Parties, Security Personnel, Observers, Media and CSOs

- 4.1 In addition to the poll staff, there are a number of other stakeholders such as electors, political party and candidates agents, security personnel, domestic and international observers, media and the civil society, etc.
- 4.2 The stakeholders represent a variety of organizations/ persons in different categories and the EMBs/ training institutions should devise appropriate means to interact with each stakeholder. They may include training programmes, consultations and workshops, and other kinds of interactions.
- 4.3 The EMBs need to promote initiatives and approaches designed to strengthen electoral processes and democratic institutions and organize programmes on education of all electoral stakeholders including electors and political parties. The electoral capacity development facilities should be geared to engage the stakeholders and educate/inform them so that they are able to appreciate the concerns of the EMBs and provide the required support for better management of elections.
- 4.4 Electoral training programmes should be designed and implemented to cater to the needs of various EMBs. These programmes should be designed in coordination with other stakeholders.
- 4.5 Electoral training programmes and their target and outreach shall be realistic and implementable and avoid stifling or hampering election management processes. Neither shall such programmes place unreasonable burdens on political parties, candidates or stakeholders.

VOICES FROM THE WORKSHOP

"I found the workshop to be a valuable experience- in particular the sharing of knowledge and experiences and the opportunity to establish connections with the other participants at the workshop. I hope we can continue to remain in touch and continue to share our knowledge and experience."

~ Ms. Peita Mamo, Australian Electoral Commission

"I wish to extend my sincere thanks to the distinguished organizers for their openness and professionalism they so kindly showed in ensuring very interactive discussions and in consulting on the outcome of the document (New Delhi Statement of Cooperation)."

~ Mr. Mansour Sadeghi, UNEAD

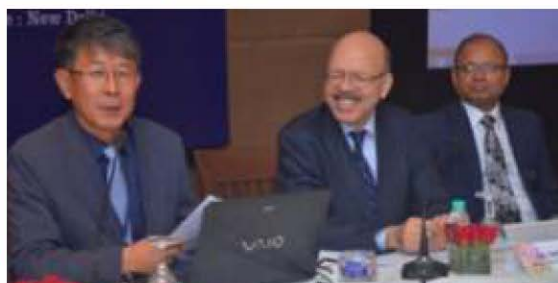
"I highly appreciate the invite and the opportunity to share my experiences. The workshop was well organized and the discussions and presentations were very fruitful and interesting. Thank you again."

~ Ms. Lea Zorić, UNDP

"We hope to partner with IIIDEM in no distant time. We were delighted to be a part of the workshop and hope for further such activities."

~ Mr. Ifeanyichukwu Agoha, INEC, TEI- Nigeria

GALLERY





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WEB LINKS

Examples from Lebanon:

- <https://www.youtube.com/watch?v=ASDyjFZso4w>
- <https://www.youtube.com/watch?v=L3q1fHaBmIk>
- https://www.youtube.com/watch?v=XSJu_IzhYwM

UNDP-EC Joint Task Force on Electoral Assistance

- <https://www.ec-undp-electoralassistance.org/e-learning/>

UNDP Virtual Platform for Latin America and the Caribbean:

- <http://www.escuelapnud.org/campusvirtual/mod/page/view.php?id=6>

Gender E-learning course:

- <http://78.47.222.66/moodle/ccourses/17/#page=0>
- <http://elearning.ec-undp-electoralassistance.org/ccourses/17/#page=2>
- <http://78.47.222.66/moodle/ccourses/17/#page=18>
- <http://78.47.222.66/moodle/ccourses/17/#page=152>
- <http://78.47.222.66/moodle/ccourses/17/#page=140>
- <http://78.47.222.66/moodle/ccourses/17/#page=161>

Videos on social media:

Timor-Leste:

- <https://www.youtube.com/watch?v=a0MUb6LyMdI&feature=youtu.be>
- <https://www.facebook.com/UNDPTimorLeste/videos/1320014524715190/>
- https://www.youtube.com/watch?v=OBtyM_FFvu0&feature=youtu.be
- <https://www.facebook.com/UNDPTimorLeste/videos/vb.114526018597386/1237029946346982/?type=2&theater>

Nepal:

- <https://www.youtube.com/watch?v=WNdF6rTaiP4&feature=youtu.be>

Lebanon:

- <https://www.youtube.com/watch?v=FHXrtI30Rzs>

ANNEXES

NEW DELHI STATEMENT ON ELECTORAL CAPACITY DEVELOPMENT

Background:

The conduct of free, fair and peaceful elections is a universal need for laying the foundations of an effective democracy. The Article 21 of the Universal declaration of human rights says that “The will of the people shall be the basis of the authority of government and this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret ballot or by equivalent, free voting procedures”. In order to translate this mandate into practice would require an enlightened, motivated and skilled human resource and a strong political will to ensure this.

Over the last several decades, the structure and functions of Election Management Bodies (EMBs) have undergone important changes which have made election management more complex. This is accentuated with a wide transformation in social context and on ground situations - the increasing number of political parties, changing dynamics and demands of coalitions and alliances, frequent elections and by-elections, increase in the number of eligible voters and continuous updating of electoral rolls. All these have created new challenges for EMBs in the current scenario.

With the intent of conducting elections that are completely free of crime and abuse of money, based on a seamless electoral roll with full voter's participation, a large number of personnel need to be engaged at various levels to carry out their respective constitutional mandates. It is important that these personnel are equipped with competency and skills.

Objectives

Objective of this workshop was to facilitate meaningful dialogue and to share best practices, to harvest the collective experience, innovations and wisdom of the electoral training institutions engaged in electoral capacity development. There are no two opinions about the need for election managers to maintain high professional standards in conducting their election duties.

Elections in democracy are high pressure, high profile, high stake and high budget public events that require highly capable, skilled managers. The United Nations has defined capacity development as the process through which

individuals, groups, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. This process triggers change at various levels.

Therefore, the system adopted and the institution that manages this system, both must be technical and specialized. The need is greater, particularly when the electoral administrators are mostly public servants engaged in non-election work or hired from open market. Even, party candidates and managers need to be sensitized on the nitty gritty of the election process. Very often mistakes are made out of ignorance of electoral laws and procedures.

The other critical challenge is to develop and create a pool of personnel who could maintain the integrity of the election process by credible and mature management of free and fair elections in order to earn the trust of the voters and the general public.

Issues discussed

Participants discussed the emerging challenges in the field of election training in democracies and the rationale for establishing and operating training facility and its sustainability issues. Challenges of training for ensuring inclusion particularly of women, youth, persons with disabilities and minorities were also discussed.

Participants shared their experiences on capacity development of political parties, security personnel, observers, media and CSOs so that they work more as partners than in adversarial positions. Use of Technology in Electoral Training/Distance Learning to improve quality training in a continuous training mode at the convenience of the learner and at reduced costs.

Participants

The consultation workshop was attended by the heads/representatives of electoral training and capacity development institutions, EMB representative having interest in developing capacity development field and agencies & Intergovernmental/International Non-governmental Organizations that have developed electoral resources and also those working to strengthened democratization.

Outcome of the Workshop

The participants in the workshop discussed the emerging challenges and concerns in election training and also explored ways to leverage electoral training facilities and the knowledge resource already created by the existing electoral training facilities in the world and worked towards a blue print for the future in shape of a Statement on Electoral Capacity Development. After detailed in-depth discussions on all aspects of the problems, the workshop agreed on the following statement as New Delhi Statement on Electoral Capacity Development.

THE WORKSHOP AGENDA:

Day 1	Monday, 24th July 2017
09:45 – 10:00	Registration
10:00 – 11:00	Opening Session • Welcome Speech by DEC • Welcome by representative of International IDEA • Self-introduction by delegates • Inaugural speech by CEC, Election Commission of India • IIIDEM video
11:00 – 11:30	Group Photo and Health Break
11:30 – 12:30	Session 1 – Election training in democracies: emerging challenges Chair: Ms. Mariya Veselinova Musorlieva, ACEEO Contributions: • Mr. Sudeep Jain, IIIDEM, India • Mr. Sa'ad Umar Idris, INEC-Electoral Training Institute, Nigeria • Ms. Peita Mamo, Australian Electoral Commission • Ms. Tamar Tsertsvadze, Central Election Commission of Georgia <i>This session covered "Tales from the Trenches" Main challenges in preparing and delivering curricula, monitoring and evaluation challenges especially on how to maintain quality in cascaded training – innovations and best practices</i>
12:30 – 01:00	Discussion on Session 1
01:00 – 02:00	Lunch Break
02:00 – 03:15	Session 2 – Experience sharing on training of political parties, security personnel, observers, media and CSOs Chair: Dr. Nasim Zaidi, Former Chief Election Commissioner of India Contributions: • Mr. Juhwan Lee, A-Web • Mr. Vivek Khare, IIIDEM India • Mr. Vladimir Georgiev Penev, Central Election Commission of Bulgaria • Mr. Mansour Sadeghi, UNEAD • Mr. Erik Asplund, International IDEA <i>This session was devoted to training and educating stakeholders like</i>

	<i>political parties, security personnel, observers, media and CSOs. The election administration has to engage with these stakeholders and take them on board during the entire political process. Preparation of training modules and supplementary learning material already prepared by the institution were shared.</i>
03:15 – 03:30	Discussion on Session 2
03:30 – 03:45	Health Break
03:45 – 04:45	Session 3 – Electoral training for Inclusion Chair: Dr. SY Quraishi, Former Chief Election Commissioner of India Contributions: • Ms. Lea Zorić, UNDP – Gender mainstreaming • Mr. SD Sharma, ECI – Persons with disabilities • Ms. Diana Zaridze, Central Election Commission Youth participation • Mr. Mansour Sadeghi, UNEAD – International migrants • Dr. Chandra Bhushan Kumar, Chief Electoral Officer, Delhi – Domestic migrants • Dr. Sa'ad Umar Idris, INEC-Electoral Training Institute, Nigeria – Ethnic Minorities • Ms. Peita Mamo, Australian Electoral Commission – Overview <i>This session was devoted to preparation of training modules and learning materials with specific requirements of the above groups of people with a view to ensure inclusion.</i>
04:45 – 05:15	Discussion on Session 3
Day 2	Tuesday, 25th July 2017
10:00 – 11:15	Session 4 – Rationale for establishing and operating training facility and its sustainability issues Chair: Mr. Erik Asplund, International IDEA Contributions: • Ms. Rakshmi Paudel, Election Commission of Nepal • Mr. Ifeanyi Chukwu Agoha, INEC, The Electoral Institute, Nigeria • Ms. Diana Zaridze, Central Election Commission of Georgia • Mr. Juhwan Lee, A-Web • Dr. Bhagbanprakash & Dr. Noor Mohammad, IIIDEM, India • Mr. Vladimir Georgiev Penev, Central Election Commission of Bulgaria

	<i>This session devoted on rationale as well as needs and challenges experienced when establishing and operating a training/ resource facility. The focus was on EMB continuous training needs and the powers of EMB to set up such a facility. The human resources and financial sustainability and whether the facility should be autonomous or dependent were also discussed.</i> <i>The session also harvested the experiences of the electoral training institutions with regard to funding, maintaining quality of training and meeting the timelines as demanded by the EMBs. also covered the problems of sustainability of conducting international training courses.</i>
11:15 – 11:45	Discussion on Session 4
11:45 – 12:00	Health Break
12:00 – 01:00	Session 5 – Use of Technology in Electoral Training/ Distance Learning Chair: Mr. Sudeep Jain, Deputy Election Commissioner, India Contributions: • Mr. VN Shukla, ECI • Mr. Ankur Gupta, Scytl • Ms. Lea Zorić, UNDP • Mr. Erik Asplund, International IDEA • Ms. Aparna Bhattacharya, IIIDEM <i>This session discussed the possibilities of using technology to improve quality of training. This also covered e-learning as a potent tool to impart continuous learning to learners.</i>
01:00 – 01:30	Discussion on Session 5
01:30 – 02:30	Lunch Break
02:30 – 04:00	Session 6 – Discussion on Draft New Delhi Statement on Electoral Capacity Development <i>This session discussed the draft declaration for electoral capacity development and finalised it.</i>
04:00 – 04:15	Health Break
04:15 – 05:15	New Delhi Statement on Electoral Capacity Development Chair: Mr. Achal Kumar Joti, Chief Election Commissioner of India Summing Up and Vote Of Thanks

LIST OF INTERNATIONAL PARTICIPANTS

S. No.	Name	Name of Institution/EMB	Designation
1.	Mr. Mansour Sadeghi	United Nations (UNEAD)	Political Electoral Officer
2.	Mr. Vladimir GeorgievPenev	Central Election Commission of Bulgaria	Member
3.	Ms. MariyaVeselinovaMusorlieva	ACEEEO	Vice-Chairperson
4.	Mr. SeungRyeol Kim	A-Web	Researcher
5.	Mr. Juhwan Lee	A-Web	Director
6.	Ms. Maia Gudadze	Center of Electoral Systems Development, Reforms and Trainings, Georgia	Head, Training Programs' Division
7.	Ms. Diana Zaridze	Central Election Commission of Georgia	Specialist of Legal Maintenance Division
8.	Ms. Tamar Tsertsvadze	Central Election Commission of Georgia	Member of District Election Commission
9.	Dr. Sa'ad Umar Idris	INEC-Electoral Training Institute	Director General
10.	Mr. IfeanyichukwuAgoha	INEC-Electoral Training Institute	Deputy Director
11.	Ms. PeitaMamo	Australian Electoral Commission	Acting Director, Learning Coordination Unit
12.	Mr. Erik Asplund	International IDEA	Programme Officer
13.	Mr. Chura Mani Panthi	Election Commission of Nepal	Section Officer
14.	Ms. RakshmiPaudel	Election Commission of Nepal	Section Officer
15.	Ms. Lea Zorić	UNDP	Policy Analyst

LIST OF DOMESTIC PARTICIPANTS

S. No.	Name	Name of Institution/EMB	Designation
1.	Mr. Sudeep Jain	Election Commission of India	Deputy Election Commissioner
2.	Dr. Noor Mohammad	Election Commission of India	Electoral Advisor
3.	Dr. Bhagbanprakash	Election Commission of India	Senior Advisor
4.	Dr. Nasim Zaidi	Election Commission of India	Former Chief Election Commissioner
5.	Dr. S Y Quraishi	Election Commission of India	Former Chief Election Commissioner
6.	Mr. Karri Chakravarthi	Andhra Pradesh Human Resource Development Institute	Additional Director General
7.	Mr. Ankur Gupta	ScytI	Business Development Manager (South Asia)
8.	Mr. S D Sharma	Election Commission of India	Senior Fellow
9.	Mr. Chandra Bhushan Kumar	Election Commission of India	Chief Electoral Officer, Delhi
10.	Mr. V N Shukla	Election Commission of India	Director, IT
11.	Mr. Vivek Khare	IIIDEM	Director, Training
12.	Ms. Aparna Bhattacharya	IIIDEM	Programme Manager

BACKGROUND OF KEY PARTICIPANTS

Mr. Mansour Sadeghi | Political Electoral Officer, UNEAD

Mr. Mansour Sadeghi is working with UNEAD in New York. As an Electoral/Political Officer he is currently leading the team in the Division working on Strategic Partnership on electoral matters between the United Nations and other regional, inter-governmental and international NGOs. He supports the UN's efforts in providing assistance to electoral processes in a number of countries in different regions, including Malawi, Moldova, Gambia, Zambia, Tunisia, Egypt, Solomon Islands and Papua New Guinea. He has also been part of the UNEAD's team supporting the deployment of UN High Level Panels to Sudan (2010) and Algeria (2012) and has been a member of the UN electoral Panel of Experts to Algeria (2014 and 2017). Before joining the United Nations in 2009, he worked for 15 years with the Iranian Diplomatic Service and had served in a number of diplomatic posts including New York. Mr. Sadeghi speaks English, Persian and Arabic.

Dr. Sa'ad Umar Idris | Director General, INEC, Nigeria

Dr. Sa'ad Umar Idris is serving as the Director General of the Independent National Electoral Commission (INEC), Nigeria. He has vast knowledge of electoral processes in Africa and has attended several international conferences on election management and training.

Mr. Ifeanyichukwu Agoha | Deputy Director, Electoral Training Institute in Nigeria

Born in Nigeria, Mr. Agoha holds a Master's degree in International Relations and an LLB degree. He presently serves as the Deputy Director of Electoral Training at the Independent National Electoral Commission of Nigeria. He is also the coordinator of the Commission's Electoral Risk Management Desk. Mr. Agoha has a special interest in Development Studies, particularly on Elections, Democracy and Development, Legal, Peace and Conflict Studies.

Mr. Erik Asplund | Programme Officer, International IDEA

Erik Asplund is a Programme Officer in the Electoral Process Programme, International IDEA. His current focus includes Building Resources in Democracy, Governance and Elections (BRIDGE) Project, Electoral Risk Management as well as Electoral Management Design with a focus on electoral training facilities. Mr.

Asplund worked as the ACE Electoral Knowledge Network Coordinator from 2015 until 2016. He has also worked directly with over a dozen EMBs in Latin America, Africa, Europe and Asia on the development and implementation of Electoral Risk Management Tool. Mr. Asplund holds a Master's degree in International Studies from Uppsala University in Sweden and a Bachelor's degree in Economics from Stockholm University in Sweden and another Bachelor's degree in Modern History, Economic History and Politics from the University of London, United Kingdom.

Ms. Peita Mamo | Acting Director, Learning Coordination Unit, Australian Electoral Commission

Ms. Peita Mamo is the Acting Director of the Learning Coordination Unit at the Australian Electoral Commission. She is also a certified BRIDGE facilitator and has trained several EMB officials across the globe on effective delivery of training using BRIDGE adult learning theory.

Ms. Lea Zorić | Policy Analyst, UNDP New York

Based in the Governance and Peace-building team's inclusive Political Processes Team, Ms. Zoric is working on electoral assistance and political participation of women and marginalized groups as well as on the prevention of political violence and ID management. Within her work in the Governance and Peace building Cluster, Lea supported the Solomon Islands Electoral Cycle Project and the Bangkok Regional Hubs during detailed assignments. Prior to working with UNDP, she worked with the German Development Cooperation (GIZ) as a Planning Officer for Crisis Governance and Gender. Ms. Zoric holds a Master's degree in International Development and War Studies from the University of Kent and King's College in the United Kingdom and a Bachelor's degree in Political Science and Middle Eastern Studies from the Ruhr University Bochum (Germany).

Ms. Rakshmi Paudel | Section Officer, Election Commission of Nepal

Ms. Rakshmi Paudel holds a Master's degree holder in Commerce. She is currently working with the Election Commission of Nepal and has three years of experience serving as a Gazette Officer.

Mr. Chura Mani Panthi | Section Officer, Election Commission of Nepal

Mr. Panthi is a Master's degree holder in Public Administration and currently works with the Election Commission of Nepal as a Section Officer. He has eleven years of

working experience as a Gazette Officer and seven years of experience as a Non-Gazette Officer of the Nepalese Government.

Ms. Diana Zaridze | Specialist of Legal Maintenance Division, Central Election Commission of Georgia

Holding a Bachelor's degree in law from the IvaneJavakhishviliTbilisi State University in Georgia, Ms. Zaridze is currently a Senior Specialist of the Second Category in the Legal Maintenance Division of the Central Election Commission of Georgia. She exhibits excellent leadership skills and speaks English, Georgian and Russian.

Ms. Maia Gudadze | Head, Training Programs' Division, Center of Electoral Systems Development, Reforms and Trainings, Georgia

Ms. Maia Gudadze is the Head of Training Programs' Division in the Center of Electoral Systems Development, Reforms and Trainings, Georgia. Earlier, she has worked with IFES and UNDP in training and coordination activities. She has also worked for CARE International, Ministry of Economics, Industry and Commerce and Ministry of State Property, among other organizations. Ms. Gudadze is a lawyer by education.

Ms. Tamar Tsertsvadze | Member, District Election Commission, Central Election Commission of Georgia

Ms. Tamar Tsertsvadze is a permanent member of the District Election Commission in the Central Election Commission of Georgia. She is also a trainer at the Center of Electoral Systems Development, Reforms and Trainings, Georgia. Her work involves development of training programs for Precinct Election Commissioners and representatives of political parties. Her past work experiences have been in the fields of training and operations.

Mr. Seung Ryeol Kim | Researcher, A-Web

Mr. Kim works with A-Web as a researcher studying the electoral systems of the member countries of the A-Web. He also gives lectures on the electoral system and politics of South Korea as a part of A-Web's Capacity Building Program. He received his Bachelor's degree in English and American Literature from the Hankook University of Foreign Studies and a Bachelor's and Master's degree in Political

Science from the University of Canterbury. He recently completed his PhD thesis on national identity. Prior to joining A-Web, Mr. Kim wrote a couple of books on the Antarctic Treaty System and Politics in the region and worked as a lecturer at the University of Canterbury.

Mr. Juhwan Lee | Director, A-Web

Mr. Lee has been working with A-Web since 2013 on the secondment from the National Election Commission (NEC) of the Republic of Korea. Presently, he is the Director of the Training Department of the A-Web Secretariat. After joining the NEC in 1991, he served both in the NEC headquarters including Political Finance and Law Division and in the Korea Civic Education Institute where he was a lecturer on Korean Election Systems. Mr. Lee graduated from Sung Kwan University with a degree in Business Administration and later studied Political Science at the Graduate School of the University of Northern British Columbia.

Mr. Vladmir Penev | Member, Central Election Commission of Bulgaria

Mr. Penev holds a Master's degree in Law and is a Lawyer and Member of the Union of the Bar Association since 1997. He is also a member of the Central Election Commission of the Republic of Bulgaria. He has held several important positions such as Expert Lawyer at the Sofia Privatization Agency (1992-1994), Legal Officer at the First Private Bank (1994-1996) and Partner and Manager of the Ivanova, Lozanova, Penev Lawyers Association (2010-2014).

Ms. Mariya Musorlieva | Vice-Chairperson, Central Election Commission of Bulgaria

Ms. Musorlieva holds a Master's degree in Law and has worked as an attorney since 1993 with the Sofia Bar Association. She has two mandates as the Member of the Supreme Disciplinary Court at the Supreme Bar Council. Between 2005 to 2010 she worked as the Secretary General of the Bulgarian League for Human Rights which has been accredited by international organizations to the United Nations and Council of Europe. She is also the Founder of the Legal Institute for Training and Dispute Resolution Out of Court for Alternative Dispute Resolution and Conflict. Since 2009, she has been with the Central Election Commission of Bulgaria, first as a Member and presently as the Vice-Chairperson.

Mr. Sudeep Jain | Deputy Election Commissioner

Mr. Sudeep Jain is currently serving as the Deputy Election Commissioner at ECI. He is a 1994 batch IAS officer from Tamil Nadu cadre. He joined ECI as the Director General in 2015 and was thereafter appointed as DEC in 2017. In the past, he has held several senior positions including District Collector, Deputy Commissioner and Joint Secretary in the various departments of Government of Tamil Nadu. Mr. Jain has been instrumental in creating a Guinness World Record by planting 80,244 trees in 24 hours using a team of 300 persons, during his tenure as District Collector in Nagapattinam, Tamil Nadu. Mr. Jain has been a Humphrey Fellow, Entrepreneurship/ Entrepreneurial Studies at the University of Washington. He is a graduate from BITS Pilani and has a postgraduate degree in MBA.

Dr. Noor Mohammad | Electoral Expert, IIDEM

Dr. Noor Mohammad, a member of the Indian Administrative Service (1977-2011), has served in many positions in democratic governance. This includes many years as District Election Officer, Chief Electoral Officer of the most populous state of Uttar Pradesh, Deputy Election Commissioner in the Election Commission of India, International Member of the Joint Electoral Management Body in Afghanistan and Chief Electoral Advisor for the United Nations Development Programme in Kabul. He has been a visitor to Mexican and Australian elections in 2003 and also a member of the Commonwealth Observer Group in Nigeria (2007), Guyana (2015) and Papua New Guinea (2017). He was instrumental in introducing many reforms in the field of electoral management in India including use of GIS maps in delimitation of constituencies, online registration, electoral rolls with photographs, IT based solutions for deployment of observers, deployment of staff using randomisation techniques, and transmission of results online, as well as identification of sensitive polling areas and the related risk management. At present, he works as an Election Expert in Indian International Institute of Democracy and Election Management (IIDEM) and conducts capacity development programmes for domestic and international election managers. His work has taken him to all the continents of the globe.

Dr. Bhagbanprakash | Senior Advisor, IIDEM

Dr. Bhagbanprakash is presently working as Senior Advisor in the IIDEM, Election Commission of India. Earlier, he was Program Advisor in the Ministry of Youth Affairs and Sports during which he played a key role in reducing the minimum voting age from 21 to 18. He has 35 years of experience at Regional, National and International Level in the field of Capacity Development of Election Managers, development professionals in addition to working in areas of Youth, Adolescent and Human Resource Development, Volunteerism, Peace and Social Harmony, Environment Education, Voter Education and Training, Planning and Public Policy and Civil Society Institution development. He has also worked as a senior international consultant for democracy promotion in South Asia and has prepared the concept framework for establishing India International Institute of Democracy and Election Management and South Asia Institute of Democracy and Electoral Study. He also has worked as an expert in UNDP, Commonwealth Secretariat, WHO and International Resource Group. As a pedagogy and training expert he is currently looking after the Centre for Innovation, Electoral Research, and Development in IIDEM.

Dr. Chandra Bhushan Kumar | Chief Electoral Officer, Delhi

Dr. Chandra Bhushan Kumar is the Chief Electoral Officer of Delhi. He is working as a member of the IAS for nearly two decades in extremely diverse, complex and challenging politico-cultural settings in the world's largest democracy. He is passionate about his role as a policy entrepreneur and blends his field experiences with theoretical framework to inform the process of the governance so that development challenges find sustainable, just, equitable and inclusive solutions. His earlier assignments include being the CEO of Delhi and Arunachal Pradesh, Director (Education), Labour Commissioner in Delhi; UNDP Consultant (Disaster Management); District Magistrate in Arunachal Pradesh and Nicobars. He has a PhD in Geography from the United Kingdom, an LLB from Delhi University, and a Masters in Public Administration from Syracuse in the USA.

Mr. Vivek Khare | Director (Training), IIDEM

Mr. Vivek Khare is serving as the Director (Training) of Election Commission of India and is responsible for conducting training programs for national and international participants at India International Institute of Democracy & Election Management. He is an officer from Indian Telecom Service (ITS). In the past, he has worked with NTPC, Department of Telecommunications in the Ministry of Communications and IT, and BSNL, among others. His interests include election planning and risk management.

Mr. V N Shukla | Director (IT), ECI

Prof. V N Shukla is the Director (IT) at ECI, on deputation from Centre for Development of Advanced Computing (C-DAC), Noida, where he has been carrying out e-Governance, GIS, Electoral Roll Management, Knowledge Management and other IT projects. He has been able to streamline database of 850 million voters of India. Prof. Shukla has about 35 years of experience in Electronic & IT research, Project Planning and software Development. He is also an approved teacher of University of Pune, IIT Roorkee and IP University Delhi, life member of India Society of Technical Education (a national society), Fellow member of IETE and Member IEEE. He has more than 49 research papers to his credit.

Mr. S D Sharma | Sr. Fellow, ECI

Mr. S D Sharma is a senior fellow at the Election Commission of India. He is a IAS (retired) officer and former State Election Commissioner who conducted the first local government elections in the State of Jharkhand in India. Mr. Sharma is actively engaged in research work in Electoral Reforms. He has also done extensive research work in Governance Reforms, Constitutional Policy Planning, Federalism, Local Governments, and Strategic Management. He joined the IAS in 1972 and held high positions of responsibility under both, the Central and the State Governments and retired at the level of Secretary to the Government of India in 2008.

Dr. Nasim Zaidi | Former Chief Election Commissioner, ECI

Dr. Nasim Zaidi is the former Chief Election Commissioner of ECI. He is a 1976 batch IAS officer (retired) from Uttar Pradesh cadre. Dr. Zaidi has been associated with the conduct of fair and free general elections of over 20 state assemblies and of the Lok Sabha (lower house of the parliament), 2014. He has participated in many

international conferences on the subject of democracy and electoral democracy. In the past, he has served as the Permanent Representative of India on the Council of ICAO, Director General of Civil Aviation, among other key posts in the government of India. Dr. Zaidi has a master's degree in public administration from Kennedy School of Government, Harvard University and has been a Mason Fellow for Public Policy at Harvard Institute for International Development. He also has a post graduate diploma in business finance from Indian Institute of Finance and holds a doctorate in bio-chemistry. Dr. Zaidi has published several papers in scientific and administrative journals.

Mr. Ankur Gupta | Business Development Manager (South Asia), ScytI

Mr. Ankur Gupta handles the business management division of ScytI (South Asia). In the past, he has worked with IL & FS Technologies and Reliance Communications. Mr. Gupta is a Commerce graduate from Hindu College and has a postgraduate diploma in business administration from Welingkar Institute of Management.

Ms. Aparna Bhattacharya | Programme Manager, IIIDEM

Aparna Bhattacharya is working as a Program Manager in the Centre for E-Learning at IIIDEM. Being a learning and development (L&D) domain expert for last 14 years, she has worked at different organizations including Intel, Texas Instruments, Educomp, AzimPremji Foundation as well as government organizations like NFDC. She has worked at all levels of education from Kinder-garden to Post-graduation in areas like teacher training, content development, institutional assessment and quality improvement of different schools and institutions. E-Learning is her area of passion and she believes that online engaging training resources are a great enabler and have much larger impact in adult learning.

Mr. Karri Chakravarthi | Additional Director General, APHRDI

Mr. Karri Chakravarthi is the Additional Director General of the Andhra Pradesh Human Resource Development Institute.



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