Effective Electoral Assistance

Moving from Event-based Support

to Process Support

Conference report and conclusions

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I. Foreword

Donor support for elections has traditionally been event-driven. Ample resources have often been available for a first transitional election, but much less for subsequent elections. The time has now come to ask questions about whether this money is well spent. Are democracies more sustainable today as a result of electoral assistance? Have donors, implementing agencies and recipients agreed on principles and standards?

Getting elections right means strengthening institutions as cornerstones in democratic governance. Both donors and development partners need to look beyond election day and see the whole electoral cycle, linking electoral assistance to development and democratization. Donors need to understand recipients better. Recipients need to understand donors better. Observers need to know what is needed to ensure that the recommendations in their reports are useful and that the reports do not just gather dust once published. Implementers have to understand all of this in order to deliver effective assistance.

The Ottawa Conference on Effective Electoral Assistance, generously made possible by the support of CIDA, was a first milestone in this important discussion. It has launched a dialogue towards common guidelines for electoral assistance, and called for the development both of effective situation analysis tools for donors and of effective training courses in electoral assistance. The conference has encouraged IDEA to continue its effort to place effectiveness, sustainability and the developmental approach to electoral assistance firmly on the donor policy agenda.

Vidar Helgesen
Secretary-General
International IDEA

II. Introduction and background

The international community has often been keen to provide support to elections during the last 15 years, and many positive contributions have resulted. However, donors have sometimes tended to provide assistance to elections because they have an easily identifiable and measurable outcome, provide high visibility, are politically attractive and are easy to justify to their domestic constituents.

This means that **elections are too often supported as isolated events**. Successful elections, however, are built upon the foundation of the legitimacy of institutional frameworks. The wider aspects of constitution building, political law and electoral system design, the relationship between electoral systems and political party systems, and the need to involve stakeholders through dialogue are often insufficiently understood or not fully considered in planning election support.

It has increasingly been realized that a holistic approach that links electoral assistance to the inclusive development of political frameworks and democratic culture is required, and that **the building of a strong and stable electoral administration capacity is a better long-term investment than ad hoc contributions to electoral events**. However, getting this principle accepted in practice has not proved easy.

In addition to event-driven election assistance projects, the international community and donor agencies have also focused on the observation of elections. Large and expensive observation missions have been structured around electoral events. While first elections are an attractive event to be observed, second and subsequent elections tend to be progressively less interesting for observation, and, although **observation missions** usually produce interesting reports highlighting strengths and weaknesses and the lessons that should be learnt, such **reports are rarely used for defining and structuring future electoral support programmes**.

While there is recognition that concepts such as 'effectiveness',

'sustainability' and 'capacity building' are the way forward, it is less clear how donor agencies can build internal acceptance of these principles and adopt methods which realize them in practice. Many country desk officers of donor agencies express frustration over the pressures created by short pre-election time frames in combination with large expenditures.

As a result donors give money in relation to particular electoral events, usually without realizing that supporting an electoral event (an election or referendum) may make it difficult to support long-term goals. he dynamic of the event is such that **long-term goals are lost sight of**, and the transfer of the skills component that may be incorporated in a technical assistance project may not be effective and therefore may not be reflected in the conduct of future elections.

Support for institution building is by its very nature a longer-term exercise, and thus may be not particularly visible, difficult to measure, possibly open to corruption, and easily influenced by external factors and/or unforeseen events. Institution-building programmes may not always be fully informed by or linked to the electoral process. This may lead for example to elections which take place in semi-authoritarian states every few years in which the opposition is given space only for a brief period while the world is looking, and institution-building activities which may make some administrative headway but are not supported by improvements in the basics of pluralism and the rule of law.

In most cases donors have been starting from scratch every time there is an electoral event and a request or a need for electoral assistance. In doing so, donors also tend to make their own identification of the needs that should be addressed, although this does not always match the needs as perceived by the relevant electoral management body (EMB). Traditionally, short-term targeted training, ad hoc electoral material and voter education are the items preferred by donors, despite the fact that in most cases they are not sustainable and do not produce lasting effects that contribute to the overall process of development and democracy building in the recipient country.

This is why many evaluations conducted by donor agencies conclude that **the concepts of effectiveness and sustainability are not usually regarded as key elements** when deciding on the allocation of electoral support.

Current practice may also lead recipients to misuse and even abuse donors' support. Recipients may pressurize donors to apply available assistance funds to immediate expenses that may be 'high-prestige' and are difficult to sustain, rather than to long-term beneficial investments. In doing so, they may be reflecting pressures from vendors of equipment which may or may not be appropriate to either the physical environment or the requirements of the electoral event in terms of transparency and integrity. Moreover, donors' reaction in identifying assistance needs and planning their response to meet those needs properly and effectively is often too late – a factor which may be used by recipients to exercise yet more pressure on donors.

The almost complete **absence of proper coordination** between different bilateral and/or multilateral donors while providing electoral support to a given recipient is another alarming factor that systematically contributes to the lack of effectiveness and sustainability. Even if the EMB has defined its needs clearly, the interest expressed by different donors to '*flag*' their support to a highly visible and attractive event leads to overlaps and to gaps in meeting actual needs.

Evaluations and reports produced by election observation missions constitute a valuable tool for better assessing the strengths and weaknesses of the process in a given country. These assessments should be better utilized to identify the needs and plan for future assistance programmes to support the democracy-building process in a more sustainable and efficient manner. In addition, **linking technical assistance and observation** in this way should **make it easier to assess the need for and the focus of future observation missions**.

To address these and other aspects relevant for the effectiveness of electoral assistance, International IDEA, with co-funding from the

Canadian International Development Agency (CIDA), has taken the initiative to implement a programme of activities and conferences, aiming to foster a process designed to lead to the development and adoption of common guidelines on effective electoral assistance that are acceptable and useful for donors, assistance providers and recipients alike. The first step was to bring together many relevant stakeholders in order to identify the issues involved, explore the challenges and propose possible remedies, through a conference that was organized in Ottawa, Canada, from 2 to 4 May 2006.

III. Objectives

The **overall objective** of IDEA's programme and of the Ottawa Conference was to explore a common understanding and the best ways of redirecting electoral support from the electoral event to the process, in an attempt to **make electoral assistance more effective**.

A number of **specific objectives** derive from this, including:

- to establish a common understanding of the concepts of effective and sustainable electoral assistance;
- to identify guiding principles for effective electoral assistance;
- to establish methodologies for the adoption of good practice in the design and implementation of electoral support programmes;
- to provide the international community and the donor agencies with practical tools to enhance their capacity in identifying and evaluating assistance needs, designing coherent programmatic responses to those needs, and establishing efficient methodologies and mechanisms for the implementation of support programmes;
- to develop training and other source material for donors and recipients on effective and sustainable electoral assistance; and
- to explore the possibilities of further enhancing the abilities of

regional election networks and associations to adopt and apply the guiding principles for effective electoral assistance in their internal multilateral and bilateral assistance programmes.

The longer-term aim of the programme is to develop an acceptable set of 'global effective electoral assistance principles and parameters' that all parties can adhere to.

The achievement of these objectives requires the implementation of a series of activities in a number of consecutive phases. This process started with the organization of the Ottawa Conference on Effective Electoral Assistance, which was designed to ensure that further activities and initiatives reflect the views of the largest possible number of key stakeholders. The discussions and conclusions of this conference are presented in this report, and should help to identify the way ahead and determine the activities and steps that will be further required to ensure that all objectives are met.

IV. The Ottawa Conference on Effective Electoral Assistance

The Ottawa Conference on Effective Electoral Assistance, held from 2 to 4 May 2006, brought together many electoral stakeholders to share thoughts and experiences on electoral assistance. Participants[1] included representatives from donor agencies engaged in the provision or funding of electoral assistance, from EMBs and other organizations in countries that are or have been recipients of electoral assistance and funding, from organizations which have been actively engaged in the provision and implementation of donor-funded electoral assistance, and from others, including national and international electoral observers and individual

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1. See the list of participants at Annex I.

experts in electoral technical assistance worldwide.

As Vidar Helgesen, Secretary-General of International IDEA, said in his opening speech, 'Donors, implementing agencies and recipients need to agree on principles and standards for electoral assistance to make it more effective. Donors need to better understand recipients. Recipients need to better understand donors. Observers need to know what's needed to ensure useful recommendations in their reports. Implementers have to understand all of this to deliver effective assistance'. By sharing experiences, issues were raised and debated, conclusions and recommendations consolidated, and general consensus achieved.

Many participants suggested that, while this conference provided a golden opportunity to bring together a good range of the main parties involved in order to share their views, **a follow-up conference is needed** to broaden the participation of stakeholders to include political parties, the media and civil society and to analyse the issues in relation to political realities further before arriving at common guidelines.

1. Agenda

The conference aimed at giving all participants a real opportunity to share views and to learn about each other's understandings. The agenda of the conference focused on enabling all participants to present their own experiences and perspectives relevant to the effectiveness of electoral assistance. These fell within four major areas:

- **The EMB's perspective: what type of assistance helps?** Presentations were made by the Chief Electoral Officer of the Palestinian Central Elections Commission; the Director of Operations of the National Electoral Committee of Sierra Leone; the Chairman of the General Electoral Commission of Indonesia; the Chairperson of the Independent Electoral Commission of Lesotho; and the Head of

the International Affairs Unit of the Federal Electoral Institute of Mexico.

- **The implementing agency's perspective: what helps provide better assistance?** Presentations were made by the President of IFES; the Governing Institutions Advisor of the United Nations Development Programme (UNDP); and the Director for Africa of Electoral Reform International Services (ERIS).

- **The observer's perspective: how to turn recommendations into future assistance?** Presentations were made by the Assistant Director of the Democracy Programme of the Carter Center; the Deputy Director of the Centre for Electoral Reform (CETRO) in Indonesia; a Senior Programme Officer of the Electoral Institute of Southern Africa (EISA); and the Acting Director of International Research and Cooperation of Elections Canada.

- **The donor's perspective: what type of assistance to support?** Presentations were made by the Senior Governance Analyst and Deputy Director of Policy Branch of CIDA; and a representative of the European Commission, EuropeAid Cooperation Office. A notable contribution to the discussion was made by the Chief of the Elections and Political Processes Division of the United States Agency for International Development (USAID).

To enable all participants to contribute their views, the conference was divided into **four working groups**. Each group, whose work was coordinated by a facilitator and a rapporteur, discussed and reported recommendations on the following four themes:

- facing electoral realities: effective programming, strengthening dialogue and identifying needs;

- the introduction of technology;
- investing in institutions and people: capacity development; and
- linking elections and democratic governance: from an event-driven process to a sustainable cycle.

The outcomes and recommendations of the discussions of the working groups were collated, and a report was submitted on each theme during the last session of the conference, encompassing and combining comments and views from all working groups.

2. Facing electoral realities[2]

A number of **issues** where dealt with under this theme, including the following.

a) Towards sustainability

As many recipient countries have moved onwards from the initial transition towards democracy, there has been an evolution in their electoral processes, with basic design and development from scratch being superseded by modification of processes which already exist. Concern about electoral sustainability – the ability of the country and the EMB concerned to continue to hold elections without, or with only minimal, international support – has grown.

b) Still not facing reality: too much, too late

Over the past 20 or 25 years, many countries and international bodies have experienced multiple elections, experimented with different approaches, materials and systems, developed principles and standards, and provided extensive international guidance and support. But, despite this wealth of knowledge and experience acquired, situations continue

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2. Based on Ron Gould's presentation, 'Facing Realities', Ottawa Conference on Effective Electoral Assistance, 2–4 May 2006.

to arise where EMBs, donors and the international community either do not recognize or refuse to face electoral reality.

Especially where there is an inflexible election date, overly ambitious systems are introduced without sufficient time for delivery, testing and implementation. Furthermore, these systems can involve excessively high costs, which are unsustainable over the long term by the recipient EMB.

Event-driven elections are also at times incompatible with efficient and effective planning and execution. For example, voter registration is the foundation of any election, and the introduction of a new voter registration system must be complete and the new system must be in place before election day to avoid disfranchising electors. But how many times have EMBs or international donors embarked on ambitious voter registration projects without recognizing the electoral reality of the election date?

c) Interdependency of tasks

Facing electoral reality means understanding and accepting that elections are composed of a number of integrated building blocks. Electoral components do not stand alone. They are interdependent and the collapse of one, such as the system of voter registration, can negatively impact on every other, including the human and financial resources, the availability of supplies, costs, transport, training and security, and thus on the credibility of the election itself.

d) Proper assessment

The response to the current challenges requires the development of a situational analysis measurement tool which clearly identifies the electoral realities with respect to any proposed initiatives, including the time required to complete the task fully, the resources required, transport, security and training realities, and the financial implications as related to the sustainability of the initiative.

e) Sharing knowledge and lessons learned

A more active clearing-house initiative which might evolve from ACE: The Electoral Knowledge Network could provide consolidated information on successes and failures of electoral support initiatives in different legal and institutional frameworks and thereby avoid repeating mistakes and/or reinventing the wheel.

The **recommendations**[3] connected with these issues may be grouped as follows.

a) Programme development

Donors need to come together and despatch coordinated electoral needs assessment missions, leading to the development of electoral assistance programmes at the beginning of the electoral cycle. Donors need to be constantly reminded by both the implementers and the recipients of assistance that election-specific assistance needs to be determined and made available from early on in the electoral cycle. It is important to include all stakeholders in discussions on electoral needs assessments, and to provide feedback to them on why their identified requirements have or have not been included in assistance programmes. It is better for assessments to be undertaken by assessment teams that are familiar with local conditions. The assessment team should consider management and environmental (e.g. conflict prevention) issues in addition to purely technical assistance needs.

Standard situation tool kits for needs assessments should be developed in conjunction with stakeholders such as EMBs, civil society organizations (CSOs) and observers. Such a tool kit would include a menu of options for assistance during each stage of the electoral cycle, linked to risk assessments and identification of the costs and benefits of implementing or not implementing items on the menu. Lessons learned,

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3. Recommendations taken from the Working Group 1 report, Ottawa Conference on Effective Electoral Assistance, 2–4 May 2006.

conclusions from a post-election review and recommendations from observers' final reports should all be properly considered in developing needs assessments for the next electoral cycle. In addition to early planning, proactive rather than reactive programming, including the development by donors of contingency plans to meet late or emergency requests for assistance, is more cost-effective and has more impact.

b) Programme content

Stakeholders should be encouraged to take the lead in developing the content of electoral and democratization assistance programmes, using international advice where appropriate. Programme design needs to consider the practicality of multi-focused programmes in the light of the local management capacities available, and consider whether or not better outcomes could be achieved by having multiple programmes of narrower focus within a coordinated, holistic framework for democratization assistance. It is important that electoral assistance involves not only the institutions managing electoral processes but also areas such as the media and grass-roots CSOs. The best assistance programmes encourage the formation of NGO umbrella groups for voter/civic education and observer training. Training for the media on the electoral cycle is often omitted from programmes, but is vital in promoting understanding of the continuous publicity needs of EMBs and other electoral actors.

c) Programme implementation controls

Best practice is to use a multi-level assistance coordination mechanism – at political, managerial and technical levels – for the implementation of assistance. Recipient participation in the technical coordination mechanisms is essential. By linking donors' financial transfers to key milestones and deadlines in the electoral cycle, cash-flow crises can be avoided. Stakeholders' interest in dialogue on the implementation of assistance must be engaged by requiring multi-stakeholder institutions in

assistance programmes, for example, EMB/political party/CSO liaison mechanisms. Operational auditing, external and internal peer reviews and independent or multi-stakeholder post-election reviews all help to make assistance programmes more effective and promote and assist in their evaluation. Assistance programmes should adopt the results-based management approach, with indicators agreed by donors, implementers and recipients.

3. Embracing technology[4]

Issues raised in connection with technology included the following.

A practical definition of technology for the electoral process is 'capital equipment or systems of a type that is typically beyond the resources of a developing country, for which donor funding or support is therefore often provided'. If a post-election review led into early planning, governments and donors could avoid the last-minute rush to fund elections. The benefits of information technology (IT) are that it can process large volumes of data efficiently and save much effort. It can also be used to identify errors and anomalies (e.g. multiple registration of voters). Technology can sometimes build credibility by improving the speed and efficiency of the polling process. How its application relates to the key EMB obligations – to respect the law, be non-partisan and neutral, be transparent, be accurate, and serve the voters – is less certain.

The risks in embracing technology include 'overkill' – where the system may simply be unnecessary, or cheaper manual systems may work just as well. The system may be addressing the wrong problem. Technology is not just hardware and software: trained staff, effective procedures, technical support and ongoing maintenance are also crucial.

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4. Based on Michael Maley's presentation on 'Embracing Technology: At What Cost?', Ottawa Conference on Effective Electoral Assistance, 2–4 May 2006.

The resources to sustain the system may not be available. There is a risk that system testing will be inadequate. Bad implementation can make everything go horribly wrong. Up-front system costs can be very substantial and a system may depreciate fast, becoming obsolete in only a few years.

Attention to technology may divert the EMB from more important things, and may overwhelm a donor or EMB budget. Costs associated with system defects, poor design or testing may leave donors captive to increasing costs to save what they have already invested in. There is a need to 'skill up' staff to implement sustainable systems, and this may not be easy to meet given the short timetables involved. In addition, technology will have an impact on voters – in terms of the perceived integrity of the electoral process – and possibly also on the community, for example, when centrally supplied voting machines replace locally constructed wooden ballot boxes.

The **recommendations**[5] that derived from the discussion include the following.

a) The best time to introduce technology

The best circumstances in which to embrace technology are not when donor budgets have to be spent shortly before an election, even though it is then tempting to throw money at technology. This is in fact the best way of maximizing risk, minimizing benefit and compromising sustainability. New systems are best introduced in the first half of an inter-election period, rather than the second half. Good decision making requires a careful and critical analysis of underlying problems and objectives.

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5. Based on the recommendations of Working Group 3, Ottawa Conference on Effective Electoral Assistance, 2–4 May 2006.

b) The appropriate level of technology

Information technology was barely mentioned ten years ago but is now increasingly on the agenda. Many developing countries are introducing electronic voter registration and results aggregation systems. IT applications should be introduced only when there is a certain degree of technological literacy in the country, meaning that IT is used as part of everyday life and is familiar to people on the ground, and hence introducing systems that match their current capacity. Often EMBs that see other countries using the new technology want to use it as well. Technical advisers should help EMBs identify the appropriate level of technology by looking at issues of feasibility – time, cost, computer literacy and infrastructure.

The controversial debate is whether to introduce technology that is above the current capacity of the country or whether the capacity can be increased to deal with it beyond the election. While debate continues over common areas of technology applications, such as voter registration, voting, the tabulation of votes and reporting the results, there are much less controversial areas, such as communications and logistics, voter and civic education, and even training, where technology can be introduced as a tool to improve effectiveness and product delivery.

c) Confidence building

While many people believe that automation will fix problems, the new technology can also make problems worse rather than help solve them. A high level of distrust lies at the core of this problem. Even if in theory IT can help remove difficulties, caution should always be used. It is essential to build confidence in parallel to introducing the system.

d) Avoiding vendor-driven processes

Can donor and recipient interest be resisted? Vendors, who have an interest in making sales rather than in achieving optimal solutions, have often been lobbying even before electoral advisers arrive in the country,

saying that their solution is the best one. Electoral advisers can find themselves in a defensive position, as this is difficult to confront. Rather than confront vendors, perhaps stakeholders could involve them in a process where they will learn from electoral advisers how an election works and how technology can be effectively used to facilitate the election process. EMBs can cautiously engage vendors in the process to get the most appropriate products at the best price through transparent procurement procedures, resisting the hard sell and not being forced to resort to 'least worst options' due to lack of time.

Technology can be introduced as long as this is an in-house, long-term, incremental process, and not an external or vendor-driven process. When discussing whether or not to introduce technology and which type of technology should be introduced, it is important to look at the whole electoral cycle and to think several elections into the future.

e) Investment in training

Rather than investing in technology alone, investing in training is an essential complementary activity and a necessary component in increasing trust. Too much may be expected from technology – security, transparency and efficiency – and public expectations may be unrealistic: but a failure of the new technology may lead to a complete failure of trust and credibility.

4. Institution strengthening and capacity development[6]

The presentation on and discussion of this theme covered many **issues**, including the following.

Staff training and development is a continuing activity. Changes in electoral procedures and technology, and the time that elapses between

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6. Based on Andrew Ellis' presentation on 'Investing in Institutions and People', Ottawa Conference on Effective Electoral Assistance, 2–4 May 2006.

elections, mean that even the most experienced staff cannot rely entirely on experience to 'know' their current tasks. Staff training and development is, however, not immediately tangible, as ballot boxes or voter education and information materials are. There can be difficulties in persuading governments or donors to approve EMB budgets that contain sufficient funds for this task.

Organizational and staff development (OSD) for the EMB's long-term staff addresses their capacity-building and skills requirements, and also takes into account staff career development. OSD aims to unify the EMB's strategic objectives and the skills required to attain these with the career and personal development goals of its staff.

Staff development may take a number of basic forms, such as customized short-term informal training, the mentoring of staff by senior EMB or another organization's officials, and long-term formal training in the form of courses or academic development programmes. EMB projects which use advisers and consultants with experience in other countries need to be structured to ensure skills transfer and capacity building in order that the project's achievements do not depart with the advisers.

Factors which may inhibit EMB professionalism include political climate, an inadequate legal framework, lack of continuity, and lack of adequate or timely funding. Institutional sustainability, financial sustainability, and human resource sustainability are all needed in order to minimize reliance on external inputs and resources. Inability to retain sufficient experienced staff can have a negative effect on the EMB's sustainability. Experienced staff, including temporary polling station staff, hold the institutional memory of the EMB – the knowledge of what has and has not worked, and the experience to pass on to new staff and to other stakeholders.

Electoral networks are important for supporting electoral managers around the world to cope with the rapidity of change in the environments in which elections take place.

Many **recommendations**[7] were drawn up in this field, including the following.

a) Institutional development

Institution building and capacity development are important in the development of longer-term democratization and good governance. There is a tendency to think only of independent EMBs, without considering the alternative models – governmental and mixed models of electoral administration. There is also a tendency for electoral support to focus only on national elections, envisioning top–down democratization, while local elections can be as important as national ones.

One of the key issues is to encourage legislation to provide for institutional memory and continuity in the membership of EMBs. This could be looked at through staggered terms for EMB members or clear delineation of responsibilities between an Electoral Commission (or Board of Commissioners) and the EMB Secretariat. It is crucial to help the EMB develop a coherent vision for its role between elections – which may form part of long-term electoral reform proposals.

b) Capacity development

An institutional approach to training so that it is multi-purpose, embedded in the country and developed for local conditions is more effective than donor-driven, ad hoc one-off training programmes just before the electoral event. Where possible networks should pool resources and share training modules (EMBs, universities, public administration, civil society groups, professional organizations, political parties etc.). More training on the counting process and the forms used, which tends to be secondary to polling training, would often be helpful and would reduce or minimize some of the problems encountered at elections.

The possibility of enhancing the career development of EMB staff

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7. Based on recommendations from Working Group 3, Ottawa Conference on Effective Electoral Assistance, 2–4 May 2006.

could be identified and supported. This could for example include international secondment. Through regional networks, exchanges and mentoring between EMBs, and between EMBs and other public-sector institutions, should be encouraged in order to promote management and stakeholder relations as well as technical improvement.

The participation of civil society, the media and political parties should be encouraged by looking beyond electoral practitioners and bringing in other actors, building consensus, for example, through inter-party forums.

5. Linking elections to democratic governance[8]

In-depth discussion took place on a number of **issues** and resulted in **recommendations** as follows.

Elections tend to be focal points for donors, but they are merely one component in democracy promotion. Thus election-related assistance programmes should reflect the broader objectives of the recipient country's democratization strategy. It is important to advise donors on how to contribute effectively to elections as a key feature in democratic governance and development. Successful elections are built upon the legitimacy of institutional frameworks, which comprise a number of interlinked components that may require integrated support on a long-term basis. Electoral assistance should thus be dealt with as an entry point for wider interventions to support and promote good governance principles. Elections can provide an important opening for support for wider democratization, the strengthening of civil society, the promotion of human rights (including issues of gender, minorities and indigenous peoples), and the reinforcement of the rule of law and justice.

Programmes should thus be designed to be broader and wider than

8. Based on Rafael Lopez Pintor's presentation and recommendations by Working Group 2, Ottawa Conference on Effective Electoral Assistance, 2–4 May 2006.

the traditional concept of an electoral assistance programme. Democratic governance support need not be strictly linked to the electoral cycle. Other elements could include a range of different stakeholders in the democratization strategy, such as the media, civil society, political parties, legislatures, the judiciary and the security forces, with women and young people involved in all aspects. Funds should be linked to a longer-term and integrated strategy which would include the electoral period as one phase. Development partners and implementing institutions should ensure that the objectives of election-related programmes should support the longer-term objectives of democratization strategy. The objectives of democracy and good governance programmes need to be incorporated in national programmes (poverty reduction/poverty eradication programmes) and should be part of the donor–government dialogue.

CSOs involved in election-related projects could also use their skills to hold other stakeholders in the democratization of the country to account. Assistance between elections could promote behavioural norms among stakeholders which will improve the conduct of electoral education programmes or media monitoring programmes.

EMBs should be encouraged to develop links with other institutions to promote democratic values – for example, with the Ministry of Education for civic education, with the national statistical office, and with CSOs for training and democratic advocacy. EMBs should also be encouraged to create links with other stakeholders in democratic governance – outside the electoral world – and fund appropriate contributions by EMBs to programmes where they may have relevant experience or an interest, for example, gender representation, conflict mitigation or dispute resolution. EMBs and other electoral assistance contacts can also encourage recipient governments in democratic governance reform, promoting public confidence in institutions in order to maximize the effect of donor support.

6. Sustainability: from an event-driven process to electoral cycle support[9]

This theme summarized one of the main objectives of the conference and participants therefore sought to integrate issues and recommendations from other themes, in addition to producing the following **issues** and **recommendations**.

a) Stakeholders and development partners

There needs to be consensus with regard to political frameworks, legal frameworks and electoral systems and processes, to encourage commitment and compliance by political and electoral stakeholders at all levels both during the course of electoral events and subsequently.

To move towards sustainability, one step is to engage stakeholders in understanding what is implied by sustainability and to follow this approach in defining what needs to be done after and between electoral events. Development partners should ensure that the objectives of electoral assistance programmes should support the longer-term objectives of a democratization strategy.

The objectives of democracy and good governance programmes need to be incorporated into national programmes of development assistance (poverty reduction/poverty eradication programmes) and should be part of the donor–government dialogue. Donors should lead the process by thinking ahead 20 years, rather than reacting to each electoral event as it occurs.

Short-to-medium-term technical support for electoral processes should be accompanied by wider two-to-three-year programmes for building the capacities of concerned actors – political parties, civil society and government institutions – for constructive engagement, dialogue, and conflict management. Civil society should be supported

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9. Based on recommendations from Working Group 4, Ottawa Conference on Effective Electoral Assistance, 2–4 May 2006.

to continue advocacy work after and between electoral events.

b) Electoral management bodies and their staff

There is a need to professionalize the management of elections by developing and enhancing the technical skills which are required of electoral administrators. This task should start with the establishment of codified principles, required knowledge and rules that should be shared nationally and internationally. Such codification, accompanied by increased agreement between stakeholders (including political players), may make recipient governments more responsive. Electoral assistance should envisage the transfer of know-how, through long-term capacity building that enables electoral administrators to become more professional and to better understand, plan for and implement their core tasks.

In order to ensure a more coherent and consistent management of elections it is often useful to integrate civil registration and voter registration, despite the difficulties that this implies due to the fact that these tasks usually come under different government departments. Voter registration is a highly complex and challenging component of the electoral cycle that often lies behind the disenfranchisement of electors. Inaccurate electoral registers can lead to failed elections, and the need to engage in costly voter registration processes that are separate from the civil registry can pose considerable challenges to the sustainability of the electoral process. At the same time, if neutral EMBs do not have full control of the sources and management of electoral data, this can threaten the credibility of elections.

Long-term planning is a critical element of good practice in the proper and sustainable management of elections. The available budget, resources, and the politics of electoral processes all change over time, and concentration on single event-driven processes thus works against long-term planning.

Electoral materials should be sourced locally whenever possible.

Locally produced election materials increase sustainability and reduce expectations, for example, that ballot boxes have to be transparent or translucent in order to provide free and fair elections. However, local procurement may often be difficult because of time constraints and supply difficulties.

Regional cooperation between electoral administrators has proved to be a useful tool to enhance the credibility and sustainability of electoral processes. Regional associations of EMBs and/or officials should be encouraged and supported, enabling administrators to support each other, to channel and receive professional advice, and to provide assistance to each other within a common regional context.

V. Summary of conference Conclusions and Recommendations

Conclusions:

- Stakeholders and development partners are still not facing the electoral reality in that they are providing too much assistance too late.
- The introduction of new technology may sometimes be inevitable, but it should not be a vendor-driven process.
- Confidence building among the electorate reduces suspicion, and investment in training people is necessary in order to maintain the technology installed.
- Institutional and capacity development are key to the success of the electoral process.
- An organizational and staff development strategy is an essential component of any form of sustainable electoral administration.
- The role of international politics may mean that electoral assistance may unwittingly serve political agendas rather than primarily assisting the recipient country.
- While recommendations are useful, the real challenge - that of developing tools and mechanisms to implement them - remains.

Recommendations:

- In order to move towards sustainability, a proper needs assessment needs to be made, which acknowledges the interdependence of tasks throughout every electoral cycle by sharing knowledge and lessons learned and developing programmes with appropriate content and implementation controls.
- In order to move from assistance which is purely related to a particular election event towards a longer-term democratization programme, it is vital to seek the broader participation of stakeholders, including governments, political parties, the media,

civil society organizations dealing with democratic governance, academics and think-tank representatives, and organizations which work with media and political party development.

- There needs to be a genuine discussion among donors, EMBs, NGOs and observer missions about the dichotomy between apparently successful electoral assistance programmes and the concomitant failure of recipient states to democratize. The link between electoral assistance programmes and democratic governance and development programmes should be firmly established, and gender issues and cultural perspectives must be taken into account.

- The links between donor agencies and the implementers of assistance programmes need to be strengthened through more systematic lessons-learned exercises.

- Assessment tools are needed to help donors to identify the real needs and to formulate, implement and evaluate assistance programmes that complement democracy support in a sustainable manner.

- Specifically, an electoral assistance handbook and common assessment guidelines should be developed.

- Electoral assistance training courses should be developed for donors, aid agencies, and the providers and recipients of assistance, to help identify what, when and how to assist.

- The international discussion of effective electoral assistance issues needs to continue and to be widened to include other stakeholders in electoral processes, including political parties, legislators and civil society organizations.

- The relationship of effective electoral assistance to international politics should be further explored.

- It is essential to identify any appropriate technology and to programme its development and introduction early in the electoral cycle, together with necessary training and capacity development. The role of vendors needs more detailed consideration.

VI. The way ahead

The Ottawa meeting showed that the objective of changing the basis of electoral assistance from an event-driven to a developmental perspective is shared by a wide range of electoral stakeholders worldwide, including donors, implementing agencies, the providers and recipients of assistance, and electoral observers. However, it was agreed that the discussion of this objective and the development of a strategy towards achieving it need to take place within a wider circle and to include additional stakeholders - governments, political parties, legislators, civil society organizations and other interested parties, such as regional organizations and networks.

The **overall objective** remains the redirection of electoral assistance and support from the electoral event to the electoral process, in an attempt to make assistance more effective and its outcomes more sustainable.

Future implementing activities are therefore required that ensure the achievement of the following **specific objectives**:

- to widen the *common understanding* on the part of both donors and recipients of the concepts of *effective and sustainable electoral assistance*, by incorporating other stakeholders into the consultation process;
- to explore *additional elements* to further identify guiding principles for effective electoral assistance;
- to establish *methodologies for the adoption of good practice* in the design and implementation of electoral support programmes;
- to provide the international community and the donor agencies with *practical tools* to enhance their capacity in identifying and evaluating assistance needs, designing coherent programmatic responses to those needs, and establishing efficient methodologies and mechanisms for the implementation of support programmes;

- to develop *training and other source material* for donors and recipients on effective and sustainable electoral assistance; and
- to explore the possibilities of further enhancing the *abilities of regional election networks and associations* to adopt and apply the guiding principles for effective electoral assistance in their own multilateral and bilateral assistance programmes.

The longer-term objective should continue to be the establishment of, agreement on and adherence to 'global effective electoral assistance principles and parameters'.

It is recommended that further activities therefore focus on two main areas of work:

1. **The organization of additional international meetings**, to further discuss effective electoral assistance and its relationship to development assistance, which will involve other stakeholders, including governments, political parties, legislators, CSOs, the media, and regional organizations and networks. In particular, at least two international seminars should be envisaged:
   - The first would continue the Ottawa discussions, enabling the electoral community to engage with legislators and political parties worldwide. This should take place in early 2007.
   - The second would further continue the Ottawa discussions by engaging the media and civil society organizations. This should take place during the course of 2007.

   These seminars could be used to develop and refine guiding principles on effective electoral assistance, which could form the basis for a universal declaration on 'Global Effective Electoral Assistance Principles and Parameters', to be adopted and ratified by a subsequent international conference or similar event.

2. **The production, globalization/adaptation and dissemination of resource material** for developing awareness and understanding of the

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principles and practical implications of effective electoral assistance, including:

- the production of a set of resource material and guides on the various topic areas that make up the subject of electoral assistance;
- further development of the training tools and modules relating to the electoral cycle and electoral assistance that have been designed for officials in the foreign ministries, development ministries and other appropriate agencies within donor countries and other providers and implementers of electoral assistance;
- pilot training activities to test and enhance the resource materials and adapt contents and methodologies accordingly; and
- the development of a database of relevant resource material for inclusion as an additional information tool in the 'Focus On' section of the ACE 2 Electoral Knowledge Network project, with the possibility of further developing into a separate ACE topic area at a later stage.

The development of these training resources should be followed by their use for training and other capacity-building activities, targeting the providers of electoral assistance (donors and implementing agencies) as well as recipients. In addition, to ensure that the training tools achieve the widest possible dissemination and circulation, a special module of the BRIDGE[10] electoral training curriculum should be developed from them.

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10. Building Resources in Democracy, Governance and Elections: A Partnership of International IDEA, the Australian Electoral Commission, and the United Nations Electoral Assistance Division.

ANNEX I: List Of Participants

(In alphabetical order by family name)

No.	Name	Title	Organization
1	Paul Adams	Governance Expert	Canada Corps
2	David Adeenze-Kangah	Deputy Chairman	Electoral Commission, Ghana
3	Ammar Al Dwaik	Chief Electoral Officer	Central Elections Commission, Palestine
4	Tarik Ali Khan	Director	Democratic Institutions and Conflict Policy, CIDA
5	Ayman Ayoub	Senior Programme Officer	International IDEA
6	Fabio Bargiacchi	Election Specialist	European Commission - Europe Aid Cooperation Office - E/4
7	Eric Bjornlund		Democracy International Inc.
8	André Blais		University of Montreal, Department of PP SS
9	Ingrid Bäckström-Vose	Admin Officer, Elections	International IDEA
10	Daniel Calingaert	Associate Director	American University, Center for Democracy and Election Management
11	Manuel Carrillo Poblano	Head of International Affairs Unit	IFE, Mexico
12	David Carroll	Director, Democracy Prog.	The Carter Center
13	Karen Christie	Senior Programme Officer	Canada Corps
14	Ludeki Chweya		African Centre for Economic Growth (ACEG)
15	Elizabeth Clapham	OAS Electoral Programme	Canada Corps
16	Terry Colfer	Governance Expert	Canada Corps
17	Niamh Collier-Smith	Communications Officer	External Communications UNDP
18	Kendra Collins	Electoral / Political Affairs Officer	UNEAD
19	Marguerite K. Colston	Deputy Director for Comms. and Research	IFES
20	Elizabeth Cote		IFES

21	Thomas Dackweiler	Consultant	Friedrich Ebert Stiftung
22	Claire Dansereau	Vice President	Canada Corps
23	Dianne R. Davidson	Deputy Chief Electoral Officer and Chief Legal Counsel	Elections Canada
24	Randi Davis	Senior Programme Advisor	UNDEF
25	Agnieszka Dobrzynska	Research Chair in Electoral Studies	University of Montreal
26	Andrew Ellis	Head of Electoral Processes	International IDEA
27	Peter Erben	Deputy Director, Center for Transitional and Post-Conflict Governance	IFES
28	Monica Ericson	Communications Officer	International IDEA
29	Lisanne Garceau Bednar	Senior Development Officer, Middle East and Maghreb	Canada Corps
30	Ron Gould	Governance Expert	
31	Paul Guerin	Senior Programme Officer	International IDEA
32	Hadar N. Gumay	Executive Director	CETRO (Centre for Electoral Reform), Indonesia
33	Lisa Handley	Electoral Consultant	Frontier International
34	Vidar Helgesen	Secretary General	International IDEA
35	Adair Heuchan	Director	Canada Corps
36	Fennigje Hinse		Embassy of the Netherlands, Ottawa
37	Haley Horan	Research Analyst	Democratic Governance Group, UNDP
38	Steve Jaltema	Programme Officer	Canada Corps
39	Jean-Pierre Kingsley	Chief Electoral Officer	Elections Canada
40	Chetan Kumar	Political Liaison Officer	United Nations
41	Saskia de Lang	Deputy Head of Mission	Embassy of the Netherlands, Ottawa
42	Miriam Lapp	Acting Director, Intional. Research and Cooperation	Elections Canada
43	Kango Lare-Lantone	Governing Institutions Reform Specialist	UNDP, SURF-WCA, Sub-Regional
44	Stina Larserud	Assistant Programme Officer	International IDEA
45	Trina Lasch	Senior Programme Officer	CIDA, Canada Corps

46	Alistair Legge	International Services and PIANZEA Secretariat	Australian Electoral Commission
47	Jerome Leyraud	Interim Project Manager, Election Specialist	UNDP Nigeria
48	John Lobsinger	Senior Governance Analyst and Deputy Director Policy Branch	Canada Corps
49	Rafael López Pintor	Senior Research Advisor	
50	Linda Maguire	Electoral Advisor	UNDP
51	Michael Maley	Director	Australian Electoral Commission
52	Isabel Marcal	Roster Coordinator	UNEAD
53	Wafula Masai	Professor, Programme Coordinator	African Centre for Economic Growth
54	Stephen Aiah Mattia	Director of Operations	National Electoral Commission, Sierra Leone
55	Jodi McMurray	Senior Programme Officer	Canada Corps
56	Tim Meisburger	Regional Director - Elections and Political Processes	The Asia Foundation
57	Belinda Musanhu	Senior Programme Officer	Electoral Institute of South Africa (EISA)
58	Orsolya Nagy	Project Manager	ACEEEO
59	Fida Nasrallah	Elections Consultant	
60	Louise Ouimet	Director, Policy and Strategic Planning	CIDA
61	Simon Osborn	Director for Africa	ERIS
62	David Pottie	Assistant Director, Democracy Programme	The Carter Center
63	Mário-Rui Queiró	Governance, Democracy, Human Rights & Gender Officer	EuropeAid co-operation Office, European Commission
64	Khothatso Ralitsie	Director of Elections	Independent Electoral Commission, Lesotho
65	Gay Rosenblum-Kumar	Senior Public Administration Officer	UNDESA
66	Julie Shouldice	Programme Officer	Canada Corps
67	Krizstina Simon	Researcher	ACEEEO
68	Ian M Smith	Election Consultant	
69	Marcella Smyth	First Secretary and Deputy Head of Mission	Embassy of Ireland, Ottawa

70	Richard Soudriette	President	IFES
71	Antonio Spinelli	Senior Programme Officer	International IDEA
72	Sara Staino	Consultant, Elections	International IDEA
74	Ramlan Surbakti	Deputy Chairman	Electoral Commission, Indonesia
75	Leshele Thoahlane	Chairperson	Independent Electoral Commission, Lesotho
76	Massimo Tommasoli	Director of Operations	International IDEA
77	Dorin Tudoran	Director of Comm. and Research	IFES
78	Alisha Wakelin	Elections Officer	CANADEM
79	Alan Wall	Consultant	Intellect - Electoral Management Solutions
80	Bénédicte Walter	Comms. Manager	International IDEA
81	Madeline Williams	Chief, Elections and Political Processes Div.	Office of Democracy and Governance, USAID

Annex II: Participants' Evaluation

The Ottawa Conference on Effective Electoral Assistance aimed to ensure that all views and perspectives are included in these conclusions and to give all participants the opportunity to contribute their own recommendations and proposals for future initiatives.

Overall, participants were satisfied with the conference and found the content relevant and the methodology practical given the time available.

The conference raised many issues and generated a general consensus on some of the solutions to the question how to make electoral assistance more effective from various stakeholder perspectives.

Participants at the Ottawa Conference were keen to respond to a number of evaluation questions that were circulated to all of them before the end of the meeting. The following is a collation and summary of the answers.

1. Relevance of themes to effective electoral assistance

a) Effective programming – 90% relevant.
b) Linking elections to democratic governance – 93% relevant.
c) Institution strengthening, capacity development and introduction of technology – 96% relevant.
d) Shifting from event-driven process to a more sustainable cyclical approach – 89% relevant.

2. Were the issues put for discussion, in your opinion, enough to analyse the subject? What other themes should also be dealt with?

- The introduction of the subject of democratic governance to the discussions was very welcome. More discussion on the linkages between elections and democratic governance, and, by extension, elections and development, including the role of the media, will be important.
- Greater emphasis on elections that are not post-conflict is needed.
- More in-depth discussion on the cost of elections and technology is needed, possibly involving vendors.
- More discussion is needed on the role of other stakeholders and how they can work together and participate in implementing effective electoral assistance in the future. These discussions should include civil society organizations, political parties, governments, legislators, the media and so on.
- There was no discussion of effective electoral assistance in connection with international politics. The dictates of international politics mean that electoral assistance sometimes ends up unwittingly serving those 'higher' issues rather than assisting the country in question.
- There was not sufficient discussion of the role of political parties and the media in the democratization process and their impact on the electoral process and environment.
- Cultural perspectives and gender issues in electoral processes should be fully integrated into discussions on effective electoral assistance.

3. What is your evaluation of the methodology of the meeting?

- It was an excellent meeting, the participants represented a good cross-section of the electoral players, there were good opportunities to exchange views, and the discussions were well structured and well led.
- A good mix of provocative presentations and small working groups allowed participation by most individuals in a relaxed and interactive atmosphere.

- Overall the methodology and structure of the meeting were very good, well organized and extremely appropriate.
- There were too many speakers on some panels and too many panels given the available time. Better time management is needed.
- The conference was not long enough for discussion and questions. A full three days' conference would have been better.
- The perspectives of EMBs from recipient countries were interesting. More time would have enabled participants to hear more from EMBs about the realities, perceptions and challenges on the ground, especially the strong influence of culture on decisions taken.
- More time was needed for working group discussions.

4. Did you find the participants list to represent all relevant stakeholders for electoral assistance? Do you think that we should invite other stakeholders in the future?

- The success of this excellent and constructive meeting was largely based on the participants. The list of participants was extremely impressive and included a wide cross-section of electoral players, with broad representation of relevant stakeholders.
- The importance of political parties and their role in shaping law, relations with donors and EMB structures should be noted. Political parties and those that support them should therefore have been represented, as should election tribunals, interior ministries, government leaders and opposition candidates.
- Other relevant stakeholders should be included in future events, including political parties, the media, and in some cases vendors of equipment and IT.
- A wider geographical representation (e.g. from Asia) would help.
- Additional donor input to discussions is needed, by involving more donors such as the World Bank, the OAS, the OSCE/ODHIR, SIDA, the DFID, AusAID, the Commonwealth Secretariat, and so on.

5. What is your general assessment of the main findings, outcomes and recommendations of the meeting?

- The concepts and recommendations developed by the meeting were sufficiently varied and wide-ranging to provide International IDEA with opportunities to develop useful tools and initiatives.
- Very strong and interesting viewpoints were floated but it will be vital to capture them and use them to improve the process so that the conference can produce concrete results.
- The conference suggested ways of implementing aspects of training and studying its impact, including pilot programmes, which show a way forward.
- Follow-up action needs be of the same quality as the findings/ recommendations. Recommendations were concise – some more practical than others. The challenge is to disseminate these findings in order to ensure that the recommendations are adopted.
- Further discussions are needed on continuing work on professionalizing the electoral profession and supporting regional associations and EMBs.
- Electoral assistance should focus on the sustainability of institutional and human resources in democratic governance generally, not only on supporting EMBs.
- The meeting did not sufficiently address tools and mechanisms to implement some of the good recommendations.

6. Please suggest three activities/tools/initiatives or next steps that, in your opinion, would contribute to strengthening the effectiveness of electoral assistance

- Develop an electoral assistance handbook for donors and practitioners on best practice.
- Design common assessment guidelines/tools and training curricula based on the needs of donors and implementing agencies.
- Strengthen the links between donor and assistance agencies by

developing guidelines for more systematic lessons-learned exercises.

- Look at the political economy of elections, the role and place of young people in elections, and funding and support for regional peer networks and organizations; embrace a broad range of electoral processes; envisage a broad and longer-term vision for support; and strengthen rules, procedures and policies for EMB operations.

- Advocate with donors and the political overseers of donor agencies with regard to the need for electoral assistance earlier rather than later in the electoral cycle.

- Invest further in and disseminate professional development tools such as BRIDGE. Make greater efforts to encourage capable people from developing country EMBs to become providers of electoral assistance.

- Foster debate at the technical level on transparency and technology and elections, involving EMBs, vendors, political parties, IT experts, donors and practitioners.

- Explore the synergies between voter registration and civil registration, look into the role of information and communications technology (ICT) in electoral assistance in greater detail, provide good lessons-learned examples of wrong applications of ICT, and develop analysis tools to be used when assessing the need/feasibility/risk of ICT.

- Develop EMBs' capacities to formulate their needs and help design programmes that can be assisted by international organizations.

- Disseminate the results of the conference in order to foster a genuine shift from an event-driven process to a more sustainable one that is oriented to the wider community in each country or region, including the organization of follow-up workshops on the four themes by practitioners.

- A genuine discussion is needed about the dichotomy between apparently successful electoral assistance programmes and the concomitant failure of recipient states to democratize. Initiate a frank discussion among donors, EMBs, NGOs and observer missions in

certain case study countries such as Yemen, Cambodia, etc.

- Develop a practical tool for domestic election observation.
- Organize an annual/biannual meeting of this type to review some electoral assistance programmes and their impact.
- Arrange opportunities for stakeholders to meet in person with International IDEA representatives who could present them with important components of useful tools such as ACE.
- Develop a situation analysis/assessment tool kit, refine recommendations from working groups and advocate with donor agencies, governments and the media, by engaging local political parties, civil society organizations and governments in discussing the recommendations of the Ottawa Conference.
- Engage with the World Bank and other international institutions to look at developing indicators on electoral processes/the electoral environment.
- Encourage regional EMB associations to become involved in implementing the conference recommendations.
- Engage governments and political parties in this new thinking by holding a next-level meeting with political parties to disseminate a broader understanding of what was discussed at the Ottawa Conference.
- Make the conference's findings, outcomes and recommendations part of the capacity-building materials for EMBs and stakeholders in different countries. This could be achieved by including it in BRIDGE, and by circulating the recommendations to governments.

ANNEX III: Further Reading

The following list provides some useful references relevant to the discussion subjects dealt with in the Ottawa Conference on Effective Electoral Assistance. (Please refer to IDEA website to link references.)

I. ELECTORAL ASSISTANCE

IDEA
Effective Electoral Assistance: Beyond Election Day

Ottawa Conference, May 2-4, 2006

Effective Electoral Assistance 4 Day Training Course for Donors

UN/UNDP
UNDP and Electoral Assistance - 10 Years of Experience

UNDP Essentials: Electoral Assistance

UNDP Electoral Systems and Processes Practice Note (2004)

UNDP Practice Meeting on Electoral Assistance, Manila (2004)

UNDP Guidelines on Electoral Assistance (Fall 2006)

UN Department of Political Affairs/Electoral Assistance Division: Types of Assistance

UN Volunteers and Electoral Assistance

Donor Aid Agencies

AusAID
Good Governance

Canada
IDRC - International Assistance to Democratic Development: Some Considerations for Canadian Policy Makers

DFID
Elections and The Electoral Process: A Guide to Assistance
Guide to Political Systems and Elections

European Commission
European Commission Electoral Assistance and Observation

European Commission Methodological Guidelines on Electoral Assistance (Fall 2006)

National Endowment for Democracy
Backlash Against Democracy Assistance

USAID
Managing Assistance in Support of Political and Electoral Processes

World Bank
Assessing Governance: Diagnostic Tools

Research Articles

Elklit, Jorgen and Reynolds, Andrew, A Framework for the Systematic Study of Election Quality (2005), in Democratization, Vol. 12 (April 2005)

De Zeeuw, Jeroen, How to Make Democracy Assistance more Effective? Recommendations for Doing it Differently, Conflict Research Unit, Clingendael Institute, The Hague (2004)

Diamond, Larry, Advancing Democratic Governance: A Global Perspective on the Status of Democracy and Directions for International Assistance (2002)

Perlin, George, International Assistance to Democratic Development, Institute for Research on Public Policy (2003-4)

Reilly, B. 'International Electoral Assistance: A Review of Donor Activities and Lessons Learned', Working Paper 17, Democratic Transition in Post-Conflict Societies Project, Netherlands Institute of International Relations, The Hague (2003)

Santiso, Carlos, Democracy Assistance: Untying the Gordian Knot, IIG (2003)

II. DEMOCRACY SUPPORT AND ELECTORAL PROCESSES

Civic Education
IDEA: Initiatives for Encouraging Higher Voter Turnout (2006)

UNDP: Civic Education - A Practical Guidance Note

USAID: Approaches to Civic Education

Cost of Electoral Processes
CORE: A Global Survey on the Cost of Registration and Elections, is a step-by-step guide to election processes around the world. It explains what measures need to be in place, from voter registration to ballot-box security, and at what price, before the first ballot is cast.

Democracy Building and Conflict Management
IDEA Constitution Building Processes

IDEA: Democracy, Conflict and Human Security: A Policy Summary (Fall 2006)

IFES: Election Violence Education and Resolution (EVER) Project

EISA: Conflict Management, Democracy and Electoral Education

Disability and Elections
ACE Focus on Disability

IFES: Global Initiative to Enfranchise People with Disabilities

Domestic Observation
OSCE/ODIHR: Hanbook for Domestic Election Observers

Electoral Management and Institution Building
Electoral Management Bodies as Institutions of Governance, UNDP

Electoral Management Design Handbook International, IDEA (Fall 2006)

Electoral Standards
Inter-Parliamentary Union: Free and Fair Elections (2006)

Electoral Systems
Electoral System Design Handbook, International IDEA (2005)

External / Out-of-Country Voting
IDEA External Voting Handbook (2006)

Gender and Elections
ACE: Women and Elections: Guide to Promoting the Participation of Women in Elections (2005)

EISA: Gender Checklist

iKNOW: International Knowledge Network of Women in Politics (Fall 2006)

OSCE/ODIHR: Handbook on How to Monitor Women's Participation in Elections

UNDP: Gender and Electoral Assistance Factsheet

UNDP: Enhancing Turnout of Women Voters - REVISED (2004-5)

Governance and Democratisation
IDEA: Handbook on Democracy Assessment

UNDP: Governance Indicators: A User's Guide

UNDP: Oslo Sources for Democratic Governance Indicators

USAID: Promoting Democratic Governance

Knowledge Management
The ACE Electoral Knowledge Network is the key source of comparative information relating to elections; its online repository includes laws, manuals, reports, case studies searchable by country or by topic area. The network will soon have an online "Ask the Expert" feature where a community of practice can share their knowledge consolidated in archived replies.

Legal Framework
IDEA: Guidelines for Reviewing a Legal Framework of Elections

OSCE/ODIHR: Guidelines for Reviewing a Legal Framework for Elections

Media Development/Media Monitoring
NDI: Media Monitoring to Promote Democratic Elections

Parliamentary Development
UNDP: Practice Note

Political Parties
IDEA: Funding of Political Parties and Election Campaigns

IFES: Ensuring Equal Rights in the Elections Process

NDI: Political Parties and Democracy in Theoretical and Practical Perspectives

UNDP: Handbook on Working With Political Parties

Procurement
IAPSO can assist in procurement needs assessment, implementation of procurement policies and procedures, the bidding process, logistics and all aspects of the procurement process including sourcing of local

suppliers if required.

Professional Development
The BRIDGE Project aims to enhance the skills, knowledge, and confidence both of election professionals and of key stakeholders in the electoral process, such as members of the media, political parties, and electoral observers.

Regional Focus: International Organisations
African Union: Establishment of an Electoral Assistance Unit

Asia Foundation: Elections

EISA

OAS: Supporting the Electoral Process

OSCE/ODIHR: Elections

Technology
Presentation, ICT and Elections, UNDP Global Practice Meeting on Electoral Systems and Processes, Manila (2004)

ACE Focus On E-Voting