

# INTERNATIONAL CENTER FOR ELECTORAL TRAINING AND RESEARCH



MEXICO CITY, SEPTEMBER, 2013

## **I. INTERNATIONAL POLITICAL AND SOCIAL CONTEXT.**

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

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

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

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

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

### **a. Challenges for democracies**

These problems can be the result of the following reasons:

- New democracies with weak experience in the organization and development of democratic-electoral procedures.
- Lack of trust to the EMBs from the civil and political stakeholders involved in the electoral process –political parties, citizens, nongovernmental organizations.
- Introduction of new political and technological topics on the electoral agenda –public and private financing, access to media, over sight, new

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<sup>1</sup> Electoral calendar , [www.ifes.org](http://www.ifes.org)



- technologies, etc., that demands specialization.
- Presence of electoral fraud, or lack of transparency and fairness in the competition.
  - Weak democratic institutions due to factors such as for the EMB's new created and composed of inexperienced officers on electoral matter, as well as a lack of institutional memory for the planning and the organization of the next electoral processes.

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

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

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

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

- Strengthening the democratic-electoral institutions by granting practical training to its electoral officers on the technical handling of the political problems.
- Exchange of information and knowledge with countries' EMB on best practices on similar challenges.
- Integrate and coordinate the international cooperation between international organizations or institutions and the EMBs on joint training programs. There are organizations and institutions that provide consultancy services and advices in certain topics, but lack of real practice and knowledge in the technical and political aspects involved in the electoral administration which can be provided by the EMBs.

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

The aim of professionalization of electoral authorities through these training programs is to have an impact on the EMB's efficiency to optimize the management of the electoral processes by some of the following achievements:



- Implementing new structural reforms (i.e. electoral registry, electoral districting).
- Introducing new electoral reforms.
- Introducing some changes that can optimize officers functions (i.e. new electoral material, technology)
- Reducing problems or mistakes in the organization (electoral training, voter's education).

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

- Providing experience and knowledge to the electoral authorities will be reflected in the institutional efficiency.
- Enhancing the ethics and transparency's democratic principles which are important factors in the construction of trust and credibility for the institution.
- These programs are addressed to all political and governmental stakeholders because at the core of the democratic governance is the ability to dialogue and negotiate to achieve the shared goal for the country's progress and social development through stability and certainty.

## **II. ORGANIZATIONAL BACKGROUND**

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

The Federal Electoral Institute has promoted several means of collaboration to encourage the interchange of experiences and the technical electoral training. These activities have been focused through the specialization and professionalization of electoral authorities in different categories.

## **III. General Information of the International Center for Electoral Training and Research**

In September 2010, IFE's General Council and Executive Board unanimously approved the budget to create the International Center for Electoral Training and Research (CICIE, by its acronym in Spanish) as the result of an analysis of this trajectory and the increase in interest and applications to participate in



some programs, as well as the agreements signed with many international institutions which will be eager to combine efforts to provide a winning-winning project.

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

- 1) To provide information and programs on electoral matter that are being analyzed and are of common interest of IFE and the international EMBs counterparts or other stakeholders from the international electoral system.
- 2) To comply and fulfill the international cooperation commitments and applications from other EMBs or international organizations partners on electoral assistance.
- 3) To develop new programs and research mechanisms on electoral matter that will contribute to strength the EMBs and the democratic institutions.

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

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

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

- Information and exchange of knowledge on best practices from experienced in field electoral officials that can be adapted to their own national context to implement electoral reforms or administrative changes.
- Feasibility solution for specific problems faced by the EMB. The diverse programs are methodologically designed from an integral perspective: academical, technical and practical experience and applied knowledge by the elaboration of a paper which, at the end of the program modality, would be implemented.

The results expected by the professionalization of the electoral officers will strengthen the EMB by acquiring experience, generating a solid memory and ability to face the technical and political problems inherent to the electoral



processes, and, as indirect achievement, the pacific transmission of power.

### **Direct Beneficiaries**

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

### **Indirect Beneficiaries**

- Civil society
- Political parties
- NGOs

### **Specific objectives:**

1. Developing diverse modalities for electoral training programs yearly by high professional and experienced international electoral practitioners, address to:
  - EMBs' electoral authorities for different ranks level.
  - Political and civilian stakeholders involved on the electoral matter.
2. Publication and dissemination of important information on political, technical and technological issues regarding electoral issues.
  - Elaborating comparative studies and researches on the main topics of the electoral agenda in specific regions: on electoral systems, electoral reforms, and political-electoral processes.
  - Publication of papers or essays resulting the diverse activities developed and that will contribute to grant different perspectives and practical information on common topics of interest.

### **a) Who participates in CICIE?**

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

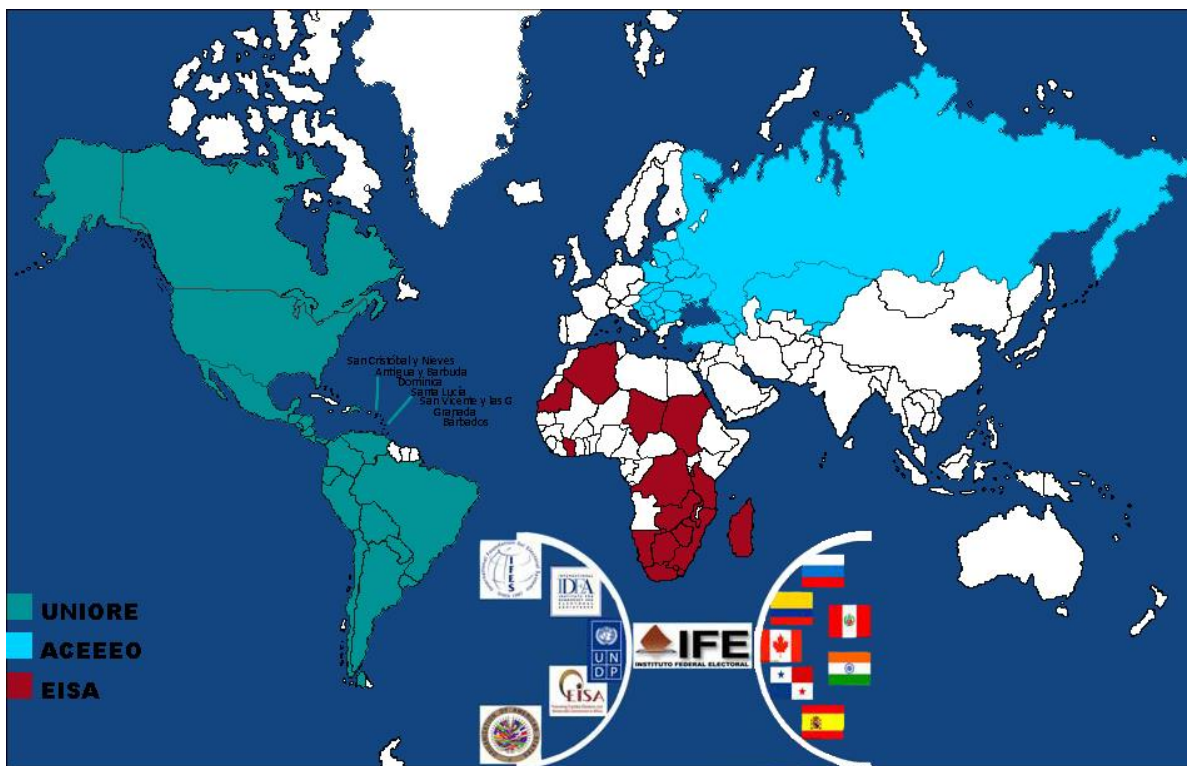
Partner's participation can be developed in different ways:

- Directly participating with international experts in some topics requested by the EMB applicant during the workshop, specialization courses.
- Financing the expenses of their international experts to participate in the diverse programs programmed.



- Financing the expenses of the EMBs authorities to travel to Mexico City to participate in the workshops, since there are countries that have few opportunities to budget for this professionalization projects.
- Promotion and dissemination of the International Center for Electoral Training and Research's programs and activities.
- Partnering as the Directive Committee in charge of jointly designing the methodology, developing the profile criteria for participants and speakers, as well as for the evaluation of the EMB's projects.
- Financing the interpretation services needed during the courses.

The following map shows the currently geographical influence of the agreements reached, by the CICIE



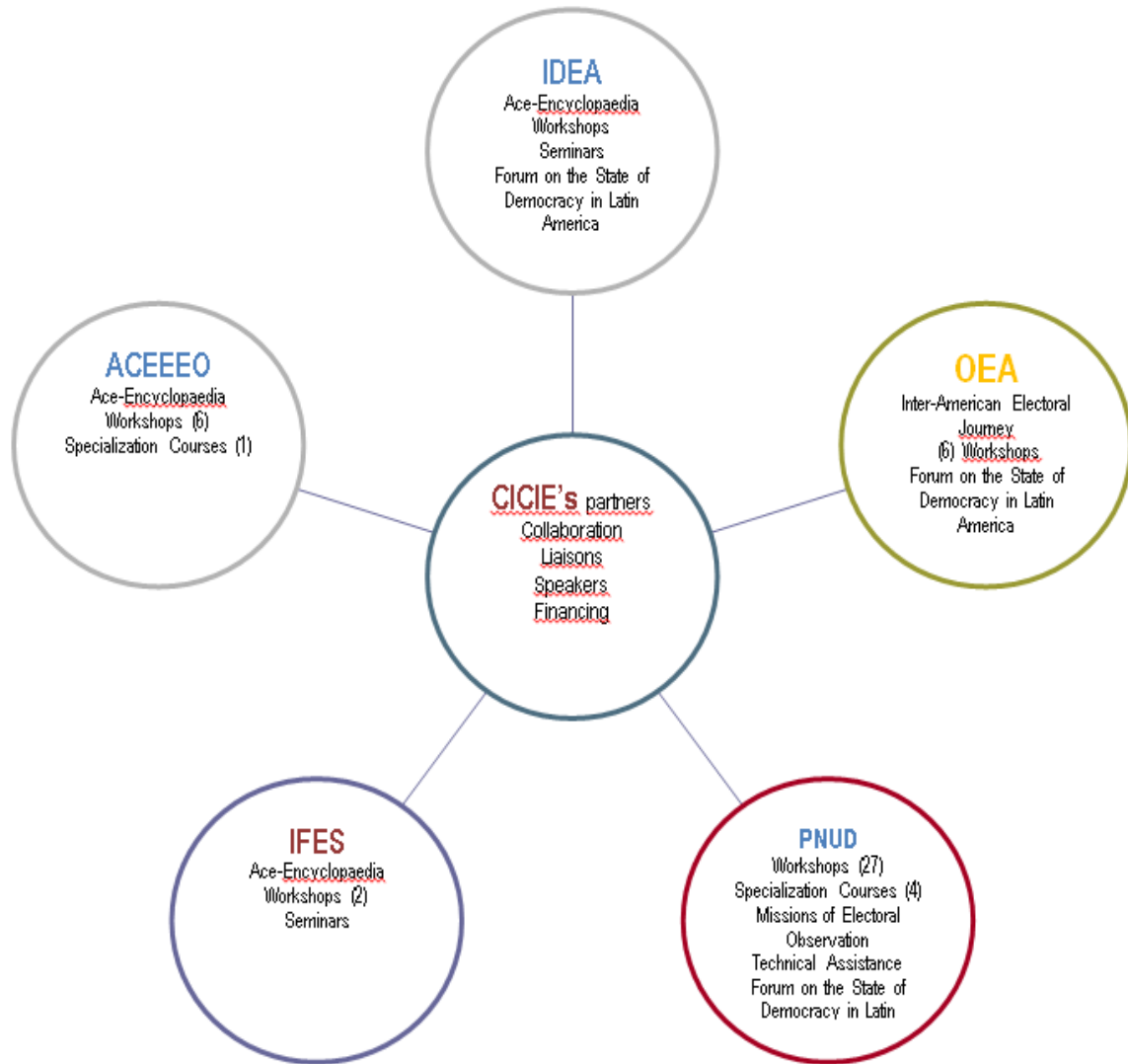
The actors that participate are:

- The founding partners: IFE, TEPJF, UNDP-Mexico, SRE
- Representatives of national sectors linked to political-electoral matter: FEPADE, Executive power representatives, Legislative Power Representative, Political Parties, Civil Society, Mass Media, and Academics.
- International organization and institutions: The Electoral Assistance Division of the United Nations (EAD-UN), The International Institute of



Democracy and Electoral Assistance, The Assistance and Electoral Promotion Center of the Inter-American Institute of Human Rights (IIDH/CAPEL), The Organization of American States (OAS), International Fundation of Electoral Systems (IFES), Elections Canada(EC), Electoral Authorities Association of Europe, (ACEEEO), Electoral Institute of Sustainable Democracy in Africa (EISA).

A brief summary of some partners' participation in the CICIE's activities are represented in the following diagram:





## **b) Financing system of CICIE**

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

- Founding partners (IFE, TEPJF, UNDP-Mexico) and in 2011 the Foreign Affairs Ministry through the Mexican Agency of International Cooperation for Development (Amexcid).
  - Lodging and food of the electoral visitor delegation authorities.
  - Local transportation
  - Organization, logistic, and material of workshops, technical assistance missions, courses, internships and seminars.
  - National and international specialists (electoral authorities, academics, political parties, mass media representatives)
  - Simultaneous interpretation
- Electoral visitor authority
  - Airfare to Mexico city of each member of the delegation
- Collaborator partner
  - Topics alternatives and specialists
  - Collaboration in the event's organization
  - Payment of fees for international experts (academics, electoral authorities, political parties, mass media representatives)

According to the Amexcid's International Cooperation Database, in 2012 the CICIE has contributed with \$1,634,059.96 only regarding the expenses related to services and material and the participation of Mexican experts has been estimated around the \$50,000 USD.

Other partners' financing the programs can be viewed in the following chart:

## **c) CICIE's Themes**

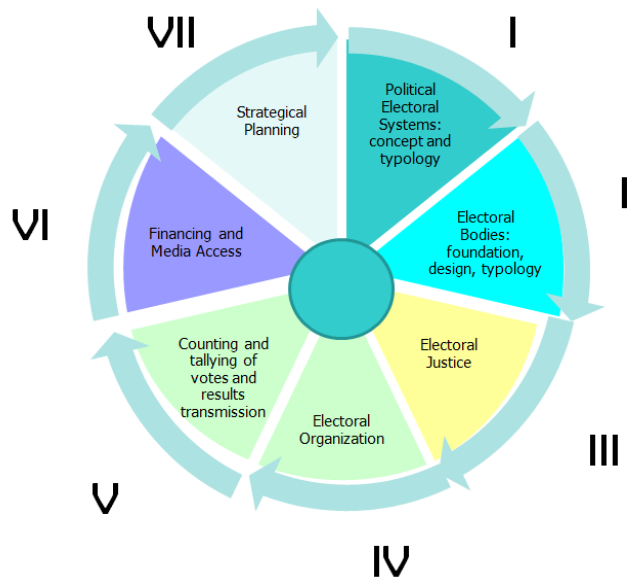
The diverse training mechanisms, such as workshops, international seminars, courses, internships and technical assistance missions, have been thought as an integral and multidiscipline perspective which considers in first instance the electoral cycle and the main topics may be divided into four general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

- Ethical- Institutional
- Legal and jurisdictional
- Political



- Technical-Technological

According with these themes, the following topics are considered:



Additionally, the CICIE has incorporated as an innovating element the development of Strategic Planning Workshop.

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

1. Institutionalization

Democratic Objectives: building-up institutional confidence, legality and legitimacy of electoral process.

Topics: Representation systems, electoral legislation, electoral justice, electoral organization, electoral distraction, electoral officers training, civic education

2. Institutional strengthening

Democratic Objectives: inclusion, integration, representation

Topics: Civil and electoral registry, electoral training, electoral justice, organization of the electoral process, civic education and voter participation

3. Electoral Process Cycle

Democratic Objectives: organization, equity and participation



- Topics:
- a) Pre-electoral Stage: Electoral roll accuracy, electoral calendar, register of politic parties and candidatures, organizational training for the electoral officers, observers accreditation: nationals and international
  - b) Electoral Stage: voting site installation, voting, voting counting, preliminary results and official results.
  - c) Post-electoral Stage: Audits and Evaluation, electoral justice.
4. Institutional consolidation  
Democratic Objectives: Equity and transparency  
Topics: Public and private financing, mass media access, political parties financial oversight; electoral justice; voting abroad
5. Specialization  
Democratic Objectives: Efficiency and optimization  
Topics: strategic planning, electronic voting, financing and accountability through electronic means, electronic electoral register, registration of political parties and candidates through internet.

CICIE has responded to the requests from the electoral authorities of 4 of the 5 continents:

	<i>Africa</i>	<i>America</i>	<i>Asia</i>	<i>Europe</i>	<i>Total</i>
<b>2004</b>		Haiti	Iraq		2
<b>2005</b>		El Salvador (2) Guatemala			3
<b>2008</b>				Bosnia & Herzegovina	1
<b>2009</b>	Zambia South Africa	Guatemala	Timor Leste Lebanon Filipinas		6
<b>2010</b>	Burundi Botswana Benin	Argentina (2)		Macedonia	6
<b>2011</b>	Ethiopia Botswana Kenya	Venezuela Guatemala	Nepal Timor Leste Afghanistan	Ukraine Georgia	10
<b>2012</b>	Egipto Egipto, Libia y Túnez Nigeria Ethiopia	Costa Rica Perú El Salvador Guatemala		Rumania Croatia	10
<b>2013</b>	Nigeria	Ecuador (4) Perú-	Indonesia		8



		Colombia & Bolivia, Haiti Guatemala			
<b>Total</b>	13	20	8	6	47

#### **IV. PROGRAM ACTIVITIES**

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

##### **1. International Workshops on Electoral Administration**

###### **a) Description**

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

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

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

- ❖ Prior to Elections.
- ❖ Anticipating an electoral reform.
- ❖ Electoral authorities renewal, partially or totally.



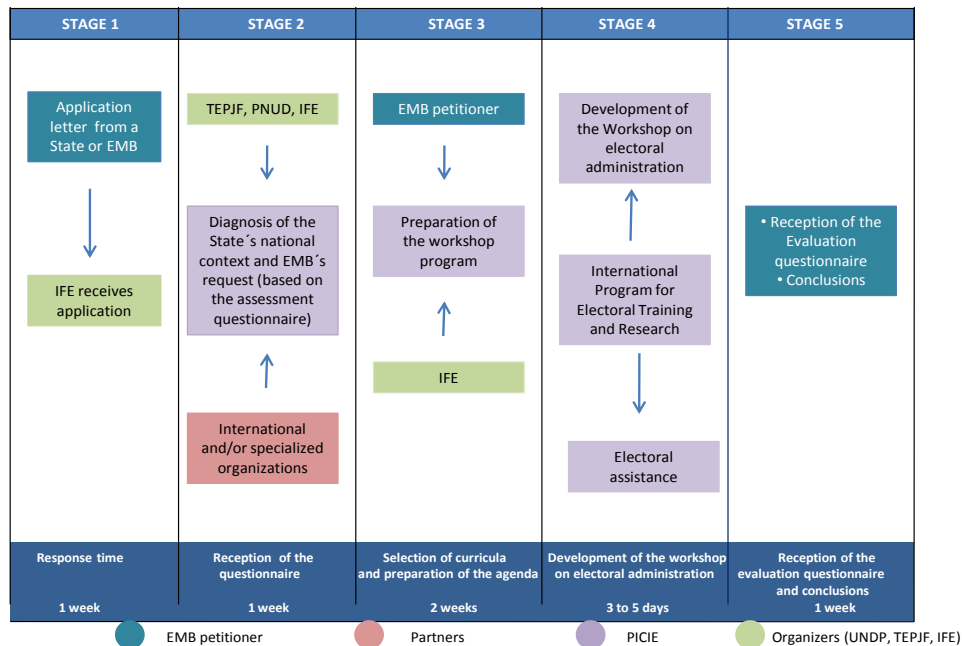
## b) Methodology

The methodology procedure for the workshop applications consists in 5 stages:

- 1) Application letter of the electoral authority
- 2) Elaboration of the diagnostic based on a valuation questionnaire
- 3) Program elaboration
- 4) Workshop activities
- 5) Evaluation survey done by the participating electoral authority

The following chart shows the workshop's application procedure.

### PROCEDURE FOR THE DEVELOPMENT OF WORKSHOPS ON ELECTORAL ADMINISTRATION IN THE FRAMEWORK OF THE INTERNATIONAL PROGRAM FOR ELECTORAL TRAINING AND RESEARCH



Annual activity: Eight International Workshops per year which will attend specific EMB's needs.

Duration: 3 to 5 days.

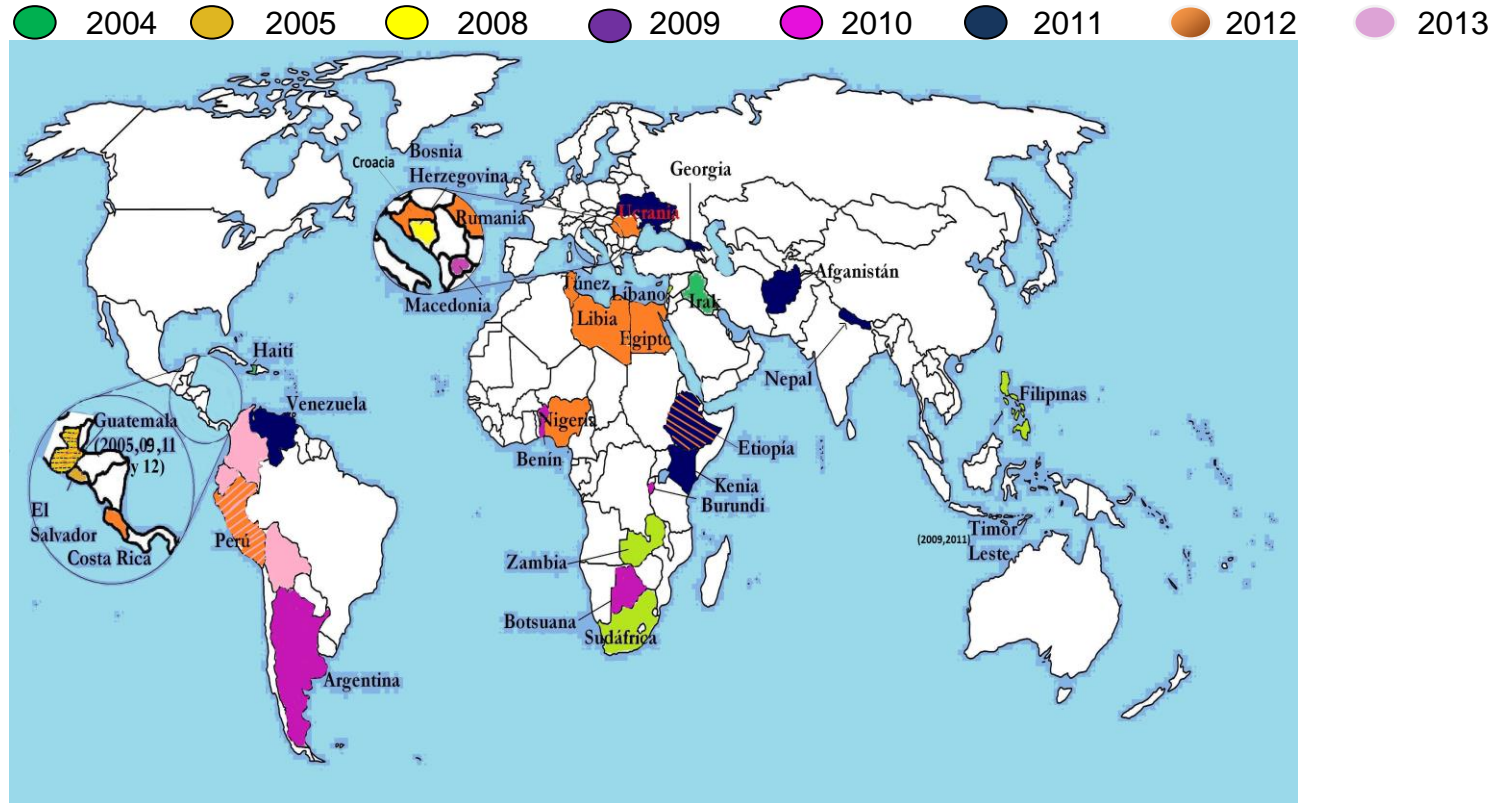
Participants: Sending a letter from the EMB's Chairman to IFE's President Councilor, stating their interest to participate in a Workshop, and specifying the topics of their interest as well as the dates better fit to them.





### a) Results

From 2004 until 2013, has been developed 43 International Workshops for 35 different countries of Africa, America, Asia and Europe.



## **2. THEMATIC, SPECIALIZED AND REGIONAL COURSES ON ELECTORAL ADMINISTRATION**

### **a) Description**

These courses are part of a specialized and of professionalized program. Two courses are conducted annually. Each is for a different region according with the necessity's analysis

At the beginning of each year produces a schedule specifying the dates of the seminar and specialization courses. In this same timeframe specified topics and regions who are targeted.

The criteria of the participation in the specialized courses are:

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

### **b) Methodology**

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

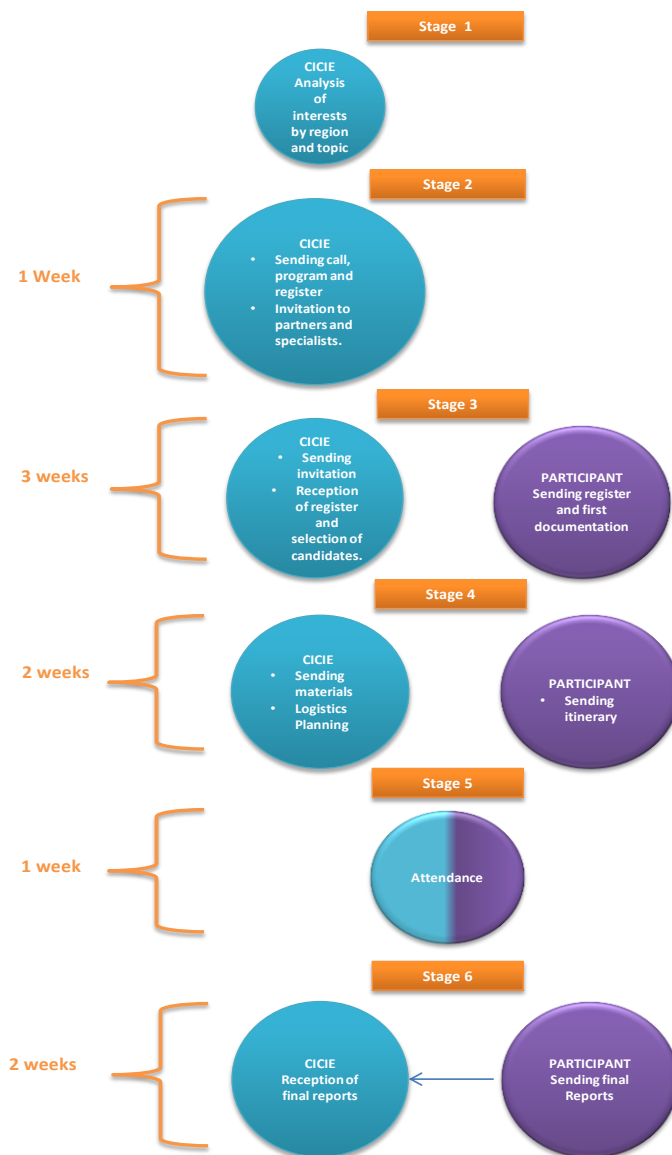
The course will be divided in two sessions: plenary sessions and workshops. In the plenary sessions, the topic will be discussed by EMB officers, international experts, practitioners, and academic staff. During the workshops, a discussion among participant delegates will take place in order to analyze the project to be implemented in their countries.

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

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

The following chart shows the participation's phases:










### c) Indicators

- Annual activity: Two specialized courses on topics of shared interest by certain countries within a region will be developed annually.
- Duration: 5 days.
- Participants:
  - ❖ 8- 12 countries per region
  - ❖ 8-15 middle and high rank EMB officers responsible of designing and implementing specific projects on the topic analyzed.
  - ❖ 3 international experts
  - ❖ 5 national experts

d) Results:

Date	Course	Participating Countries
October 3-7 <sup>th</sup> , 2011	First Specialized Course of Financing, and Oversight of the political parties resources for the Latin American Electoral authorities.	<p>15 electoral officers from 13 countries: Costa Rica, Chile, Colombia, Ecuador, el Salvador, Guatemala, Honduras, Mexico, Uruguay, Panamá, Paraguay, Perú y República Dominicana.</p> 
November, 21-25 <sup>th</sup> , 2011	First Specialized Course of Electoral Register for authorities of Africa and Haiti.	<p>15 electoral officers from 11 countries: Botswana, Ethiopia, Haiti, Kenya, Mauricio, Namibia, Nigeria, Tanzania, Uganda, Zambia y Zimbabwe.</p> 
May 28 <sup>st</sup> to June 1 <sup>st</sup> , 2012	Specialized Course of Electoral Campaign Regulation for Latin America Authorities	<p>18 electoral officers from 12 countries: Bolivia, Colombia, Costa Rica, Chile, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Perú and Uruguay.</p> 

<p>November 5th – 9th, 2012</p>	<p>Specialized Course on Political Parties’ Regime for Europe’s electoral officials</p>	<p>Participation of 7 electoral officials from 6 countries: Bulgaria, Croatia, Hungary, Lithuania, Romania and Russia</p> 
<p>May 27<sup>th</sup>- 30<sup>th</sup>, 2013</p>	<p>Specialized Course on Voting out of the Country for Latin America’s electoral officials</p>	<p>Participation of 20 electoral officials from 11 countries, including Mexico: Argentina, Bolivia, Costa Rica, Colombia, El Salvador, Guatemala, Mexico, Panama, Paraguay and Peru.</p> 
<p>December 2<sup>nd</sup> -6<sup>th</sup>, 2013</p>	<p>Specialized Course on Electoral Systems and Results Transmission</p>	<p>19 electoral officers of 14 countries: Egypt, El Salvador, Georgia, Kenya, Lithuania, Moldavia, Namibia, Nigeria, Rumania, Russia, Tunisia, Uganda, Ukraine and Zambia.</p>

### 3. INTERNSHIPS

#### a) Description

This specialization program bases on the times, interests and needs of the Electoral Management Body applicant.

Internships have a bidirectional objective such the EMB applicant as the Federal Electoral Institute.

The EMB applicant will have the opportunity to learn the activities, documentation and working mechanisms on the specific area of work, in order to contribute to the creation of the area, to the definition of functions or specific programs of work.

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

#### b) Methodology

The following chart shows the internship methodology:

#### c) Results

The CICIE has developed five internships in 2012 and two in 2013:

##### ❖ 2012

- January 23-27. Costa Rica on Oversight Political Parties' Resources a
- March 19-23. Peru on Civic Education Program's in a multicultural framework.
- May 14-17. Nigeria. International Training and Cooperation Programs.

##### • 2013

- April 3<sup>rd</sup> – 5<sup>th</sup>- Ecuador on Electoral Organization
- May 15<sup>th</sup> – 17<sup>th</sup> Ecuador on International Liaison and Programs for Cooperation





CICIE offers:

- Food
- Lodging
- Local Transportation

\* EMB's applicant has to cover the costs of air transportation

#### **4. INTER-AMERICAN ELECTORAL TRAINING SEMINARS,**

##### **a) Description**

Coordinated jointly with the Organization of American States (OAS) and the Faculty of Latin-American Social Sciences (FLACSO). This activity provides training to medium and high rank level officers from the 34 members of the OAS. The objective is to improve the organization and management of specific areas of performance in the institutions.

In this way, the themes are selected according to the interest of the electoral management bodies. Then, the participants are selected from the proposed candidates of each institution by a technical committee. The participant has to develop a project during the seminar, which will be implemented in practice and to benefit the institutional performance.

##### **b) Indicators**

Duration: 5 days.

Participants:

##### **c) Results**

Through the six Seminars already developed, 195 electoral officers from the Americas have received the technical training.

## 2014 Activities programmed

professionalization programs	Calendar	Candidates' profile	Characteristics
<b>International Workshops</b>	January, February, March, April, May, June, September, November, December (10)	Countries that have submitted application: <b>Ecuador, Egypt, Tunisia, Haiti, Moldova, Indonesia, and Peru</b>	<ul style="list-style-type: none"> <li>• Aimed at high-level electoral authorities and decision-makers.</li> <li>• The agenda is designed according the EMB's particular interests.</li> <li>• The workshop's organization is shared between IFE, UNDP-Mexico and the Electoral Court.</li> <li>• The <b>date</b> is set according the <b>best timing for the EMB</b> and the calendar's availability.</li> </ul>
<b>Specialization Courses</b>	February, May and November (3)	Aimed at electoral officials directly involved in the topic	<ul style="list-style-type: none"> <li>• Addressed to electoral officials of the <b>Caribbean</b></li> <li>• Addressed to <b>Latin America's</b> electoral authorities on <b>Electoral Results transmission</b>.</li> <li>• Addressed to electoral authorities on <b>Electoral Observation</b></li> </ul>
<b>International Seminar</b>	June (1)	Open to electoral functionaries, academics, NGO's staff, political parties and citizens in general.	<ul style="list-style-type: none"> <li>• Discussion on topics of main interest for the electoral and democratic institutions.</li> <li>• <b>Technology and Elections</b></li> <li>• 2 days</li> </ul>
<b>VII Inter-American Seminar of Electoral Training</b>	August 26 <sup>th</sup> -30 <sup>th</sup>	Electoral officials: mid and upper-rank level, responsible of the area of the main topic.	<ul style="list-style-type: none"> <li>• Organized both by IFE and OAS.</li> <li>• Topics to be decided.</li> <li>• The Seminar takes a whole week.</li> <li>• It could occur during the second week of September.</li> </ul>
<b>Forum of Latin American Democracy</b>	8 <sup>th</sup> - 10 <sup>th</sup> October	Open invitation to electoral authorities, academics, NGO's, political parties and citizens in general.	<ul style="list-style-type: none"> <li>• Organized by IFE, OAS, and International IDEA.</li> <li>• Main subject: <b>Inclusion and non-discrimination</b></li> </ul>

