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United Nations Development Programme

DEMOCRATIC GOVERNANCE

**GLOBAL PROGRAMME FOR ELECTORAL CYCLE SUPPORT (GPECS)
SUMMARY OF ACHIEVEMENTS 2009-2013**



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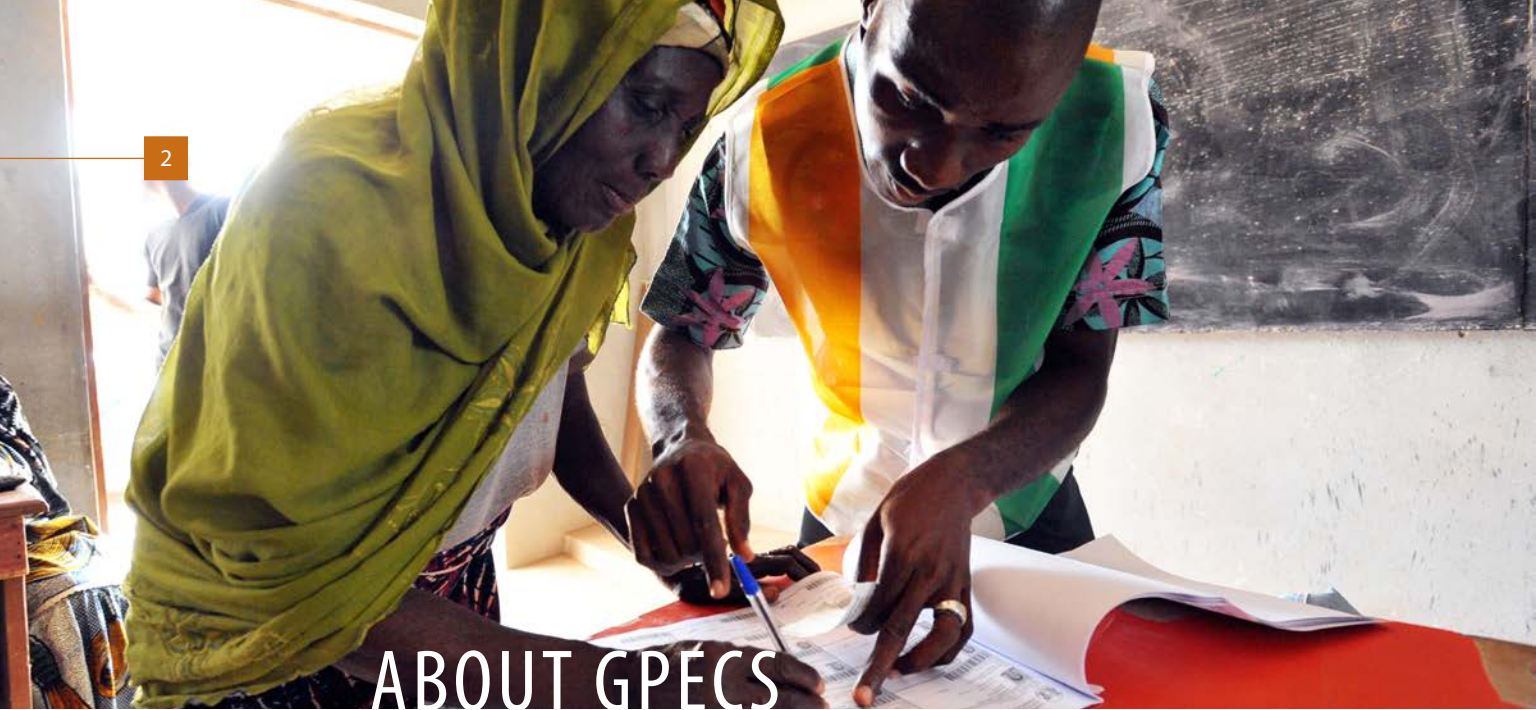
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ABOUT GPECS

The Global Programme for Electoral Cycle Support (GPECS) has become UNDP's main contribution to the formulation and implementation of UN electoral assistance policy, the identification of lessons learned and best practices, and the production and dissemination of electoral knowledge. This innovative programme focuses on providing long-term support to improve and strengthen countries' electoral processes and institutions throughout all stages of the electoral cycle.

It centers on creating an inclusive and participatory electoral process and a professional electoral administration that can enhance the credibility of the process and trust in its results. The programme is **implemented at the global, regional and country levels**, with an additional emphasis on **integrating women's electoral and political participation**. Initiated in 2009 as a multi-year programme, GPECS has been funded through a generous contribution from the **Government of Spain**.

UNDP launched GPECS in response to the recognition that short-term, ad-hoc "event-driven" electoral assistance provided in some instances in the past, had not translated into sustainable institutional development of electoral management bodies (EMBs). This acknowledgment led UNDP, together with a number of international partners, to promote and adopt the **electoral cycle approach** to electoral assistance. This approach is process-driven and more holistic in its focus, in which technical assistance initiatives are targeted at institutional development of EMBs in the

periods between electoral events, as well as leading up to and on election day. It also broadens the spectrum of actors supported in electoral assistance, including citizens, media, political parties as well as others. UNDP developed GPECS to institute development of electoral administration good practice, knowledge management and programme support.

The overall objective of GPECS is to advance democratic governance by creating and sustaining an environment of inclusive and responsive electoral processes. In particular, GPECS seeks to:

- 1) Entrench democratic governance by strengthening the credibility, transparency, effectiveness and sustainability of electoral institutions and processes;
- 2) Increase inclusive participation and women's empowerment and;
- 3) Increase the number of country offices using the electoral cycle approach in their election programming.

Throughout GPECS, the strengthening of national electoral capacity, women's empowerment, as well as preventing conflict are mainstreamed and considered priorities. GPECS focuses on the development of knowledge that feeds into UN electoral assistance policy, capacity development, south-south exchanges and supports new ways of programming electoral assistance at the global, regional, and country levels.

To achieve these goals, GPECS deploys a team of global and regional electoral advisors whose work at the global, regional and country levels is both inter-dependent and mutually reinforcing. GPECS advisors provide

capacity development and advisory services to both EMBs and UNDP COs on electoral law, institutions and processes. They facilitate the exchange of best practices and lessons learned and produce and disseminate electoral assistance tools and knowledge on, for example, electoral administration, voter registration, civic and voter education, electoral law reform, electoral operations and budgeting, procurement and project formulation. In addition, approximately half of GPECS resources are channeled toward country projects focusing on long-term engagement aimed at increasing the credibility, professionalism and sustainability of electoral institutions and processes. GPECS operates in Africa, Asia and the Pacific, the Arab States, Latin America and the Caribbean, and Europe and Central Asia.

The global component of GPECS is led by global electoral advisors based in New York, Brussels and Copenhagen, all of whom play a leadership and advocacy role in UN electoral policy development and by generating knowledge and tools aimed at providing long-term support to electoral processes. Global advisors play a key role in positioning UNDP as a leader in the area of electoral assistance by generating knowledge and tools, finding new policy solutions to existing key challenges to sustainable electoral assistance, and advocating and transforming the culture of support in the international community from one focusing on specific election events to one focused on the electoral cycle approach. At the same time, global advisors support UNDP COs and provide them with tools and capacities to support national stakeholders. Global advisors inform programming at the national and regional levels and, in turn, integrate best

Global advisors integrate best practices from national and regional levels into global programming.

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practices from national and regional levels into global programming. They also support global electoral tools such as the ACE Electoral Knowledge Network and the BRIDGE electoral administration professional development course, as well as the partnership with the EC-UNDP Joint Task Force on Electoral Assistance. GPECS also maintains an electoral community of practice (CoP) that includes other entities within the United Nations, most notably the Electoral Assistance Division within the Department of Political Affairs (DPA/EAD) and other UN electoral assistance implementers (such as UN Women), as well as international and national partners.

The regional component of GPECS is being led by regional electoral advisors based in Bangkok, Dakar, Johannesburg, Cairo and New York. They assist countries in their respective regions to strengthen national election administration and provide UNDP COs with the tools and capacities to support national stakeholders throughout the electoral cycle. Regional advisors foster the exchange of best practices within the regions, partner with regional institutions to improve their provision of electoral assistance, strengthen the capacities of EMBs, and promote South-South cooperation and peer networking. Their main responsibilities are assisting UNDP COs in their region with electoral programming, primarily via their participation in DPA/EAD-led electoral Needs Assessment Missions (NAMs), and the subsequent electoral assistance project formulation and resource mobilisation process. They also, however, conduct project evaluations, and design and implement

regional programming, including knowledge products and capacity development workshops, based on the specific needs of each region.

At the **country level**, GPECS reinforces the capacity of EMBs to administer elections in a professional, transparent and credible manner at the national and local levels; enhances the relationship between EMBs and key electoral stakeholders, such as political parties, civil society and the media; and reinforces women's political and civic participation. 18 countries have received direct GPECS country level support.

GPECS tailors its electoral assistance to the needs of each region and country. In **Africa**, GPECS focuses on strengthening electoral administration, conflict mitigation and enhanced capacity for the sustainable use of information and communications technology (ICT) in electoral administration. GPECS advisors also collaborate with regional institutions, mainly the African Union, and the Southern African Development Community. In the **Arab States**, GPECS supports newly established EMBs, and has rapidly published much needed knowledge products in Arabic. In **Asia and the Pacific**, GPECS has focused on the prevention of electoral violence and increasing women's political participation. In **Europe and the CIS**, GPECS has focused on increasing women's political participation and providing capacity building to EMBs. In **Latin America**, GPECS has focused on the inclusion of indigenous peoples in political processes and on building indigenous networks.



EXECUTIVE SUMMARY

- **Strengthening the professional capacity of EMBs** through advisory services, workshops and knowledge products has been a central element of GPECS' initiatives, and has been **vital to the successful delivery of legitimate and credible elections in different settings, from complex, post-conflict environments and sensitive political transitions, to more stable countries.**
- GPECS has been effective in **increasing the number of COs that implement the electoral cycle approach in their programming**, further enrooting it as UNDP's overarching *modus operandi*. In 2012, in the 62 UNDP national level electoral processes supported between 2011 and 2012, elections took place in only 20 of them. This is evidence of more 'electoral cycle approach'-type programming by UNDP Country Offices, which has increased significantly since 2009.
- GPECS has contributed to **aligning UNDP electoral practice at the country level with regional and global priorities, by standardizing the formulation and implementation of UNDP electoral programmes, while at the same time customizing them by region and country.** Between 2010 and 2012, global and regional GPECS advisors provided approximately 388 advisory services to EMBs and UNDP COs.
- GPECS has also contributed, via UNDP's membership of the UN's Inter-Agency Coordination Mechanism on Electoral Assistance (ICMEA), to the development and dissemination of six UN-system-wide electoral assistance policies issued by the Under-Secretary-General for Political Affairs, in his capacity as UN electoral assistance Focal Point, **clarifying the organization's overall role, requirements and procedures, division of responsibilities and general direction in electoral assistance.**
- GPECS was particularly successful in **mainstreaming gender in UNDP electoral programmes and in increasing knowledge and programming practices on women's electoral participation**

Between
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Between 2011
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62
national electoral
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through the development of knowledge products, capacity building tools and advisory services. More than one-third of UNDP Country Offices (COs) that provide electoral assistance now integrate an explicit gender component into their programmes, while most have gender mainstreamed throughout their interventions. Gender

programming now starts from the inception of a project, with gender indicators being part of the pre-project assessment process, the DPA/EAD-led Needs Assessment Mission. GPECS mainstreaming practices have garnered praise, particularly from UNDP's Gender Steering and Implementation Committee, which cited GPECS' integrated design and work on gender and elections as a model to be replicated. In addition, the 2012 independent *Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes* noted that GPECS has provided UNDP with "a mechanism that allows it to more systematically promote the empowerment of women throughout the electoral cycle," supported the capacity building of more than 500 electoral administrators, civil society and UNDP CO staff in gender mainstreaming and promoting women's political participation. GPECS published six knowledge products focused on increasing women's political participation and gender mainstreaming in electoral assistance.

- **GPECS places great emphasis on innovation and knowledge-based programming.** Since its inception, GPECS has produced 28 electoral assistance knowledge products focused on various aspects of electoral assistance policy and administration. These knowledge products are used by UNDP COs in their project design and implementation, as well as by national stakeholders (mainly EMBs and civil society organizations). These publications, manuals, case studies, best practices, lessons learned and online training courses focus on programme implementation, ICTs, media, the prevention of electoral violence and the enhancement of political participation of youth, women and indigenous peoples. Some of these knowledge products were developed in areas in which virtually no other publications existed, such as the prevention of electoral violence and the enhancement of women's and youth's political participation.
- **GPECS provided capacity building on different aspects of electoral administration, women's political participation and indigenous political participation to approximately 4,000 EMB officials, civil society members and UNDP country staff globally.** GPECS primarily uses the electoral professional development BRIDGE modules for its capacity building workshops. In addition, GPECS organized seven large-scale global conferences on electoral topics, including on the prevention of electoral violence and elections and the use of ICT, benefiting more than 1,800 electoral

practitioners globally. Furthermore, GPECS revived electoral community of practice (CoP) meetings, by organizing four regional electoral CoP meetings, including the first of its kind in the Arab States; as well as 23 South-South meetings, chiefly through the Mexican Federal Electoral Institute (IFE).

- **GPECS has developed strong partnerships with multilateral and inter-governmental institutions** in Africa, Arab States, Asia, Europe/Central Asia, Latin America/the Caribbean, **and with global electoral knowledge networks**, including the ACE Electoral Knowledge Network and BRIDGE to further its efforts in electoral assistance.
- **In Latin America, GPECS supported** capacity building of more than 800 indigenous peoples and EMB officials **in increasing indigenous people's political participation.**
- As a result of GPECS capacity development on women's political participation, **four countries in the Asia and the Pacific region have developed national action plans for women's political participation.**
- **GPECS had a lead role in introducing a paradigm shift from short-term to long-term election observation for regional organizations in Africa**, such as the African Union and its Regional Economic Communities (RECs), and developed training curricula for these organizations' long-term election observers.

- **GPECS, through the EC-UNDP Joint Task Force on Electoral Assistance (JTF), facilitated the creation of 52 UNDP electoral assistance projects with EU contributions** worth approximately US\$260 million.
- **From 2009 to 2013, GPECS provided direct funding to 18 country level projects¹ to improve their respective electoral systems and processes** with a total allocation of more than US\$14 million. An additional US\$400,000 were channeled to five UNDP COs **to support women's organizations in post-conflict and transitional settings.** These country level projects accounted for approximately one third of the 64 countries that received UNDP electoral assistance in 2012.
- **GPECS rapidly responded to emerging needs.** Upon receipt of specific country requests and a favorable decision by the GPECS Steering Committee, GPECS was able to immediately disburse funds at the country level. Following the Arab Spring, GPECS quickly restructured its regional programme to respond to the new needs that arose in the region. **With its quick funding mechanism, GPECS managed to channel resources to countries undergoing rapid democratic transitions and enabled the UN to be the first on the ground in providing electoral support.**

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¹ Benin, Cape Verde, Democratic Republic of Congo, Guinea Conakry, Guinea Bissau, Jordan, Lebanon, Liberia, Libya, Mauritania, Mozambique, Niger, Occupied Palestinian Territories, Sao Tome & Principe, Senegal, Sudan, Timor Leste and Tunisia.



LEADERSHIP, ADVOCACY AND CAPACITY DEVELOPMENT AT THE GLOBAL LEVEL

UN System-Wide Policy Guidance

From 2009 to 2013, GPECS provided considerable support to the negotiation and finalization of six UN-wide policies to clarify the organization's overall role and direction in electoral assistance, and to provide a more unified and harmonized approach to the electoral assistance the UN provides.

Note of Guidance on Electoral Assistance:

In 2010, GPECS worked with the Electoral Assistance Division of the Department of Political Affairs (EAD/DPA), who support the USG for Political Affairs in his capacity as UN Focal Point for electoral assistance, to update the UNDP/UNDP Note of Guidance on Electoral Assistance, defining the respective roles and responsibilities of the two organizations in the delivery of UN electoral assistance.

Policies on Electoral Assistance:

GPECS, as an active member of the UN Inter-Agency Coordination Mechanism on Electoral Assistance (ICMEA), helped

negotiate and develop UN policies outlining the procedures and requirements needed for UN agencies to provide electoral assistance. They also outline the circumstances and type of assistance that UN agencies can and cannot provide, as well as emphasizing how to ensure the inclusion of marginalized groups, such as women and people with disabilities. These policies have helped clarify the UN's role and direction in the field of electoral assistance. The following UN system-wide policies on Electoral Assistance have been developed:

- Needs Assessment Mission Guidelines (including a gender checklist)
- Principles and Types of UN Electoral Assistance
- Support to International Observation
- Promoting the Electoral Rights of Persons with Disabilities through UN Electoral Assistance
- Common Narrative on Women's Participation in Political and Electoral Processes
- Electoral Systems Design and Reform

GPECS provided support to the negotiation and finalization of UN-wide policies in electoral assistance

Innovation and Knowledge-based Programming

GPECS has since its inception placed great emphasis on being a global lead in innovative knowledge in the electoral field, both in capturing regional and global trends as observed in the field, and also in spearheading new programming.

GPECS has developed and disseminated 28 electoral assistance knowledge products focused on various aspects of electoral policy and administration. These knowledge products are used by UNDP COs in their project design and implementation, as well as by national stakeholders, mainly EMBs and civil society organizations. This collection of publications, manuals, case studies, best practices, lessons learned and online training courses focus on programme implementation, ICTs, media, the prevention of electoral violence and the enhancement of political participation of youth, women and indigenous peoples. Some of these knowledge products were developed **in areas in which virtually no other prior publications existed**, such as the prevention of electoral violence and the enhancement of women and youth's political participation.

GPECS initiated programming focused on the political participation of youth. *Enhancing Youth Political Participation throughout the Electoral Cycle: A Good Practice Guide* identifies key entry points for the inclusion of young people in political and electoral processes, and compiles 21 good practice

examples for youth political empowerment around the globe. The guide will help EMBs and electoral stakeholders to develop mechanisms to enhance the participation of young people throughout the electoral process. This guide marks UNDP's first review of programming strategies for youth political participation beyond the ballot box, and is available in English, Arabic, French, Russian and Spanish. This Guide has been developed in the context of the emerging *UNDP Youth Strategy* and renewed organization-wide effort to include youth as key beneficiaries.

Global Electoral Knowledge Networks

UNDP Online Toolkit for Electoral Assistance:

To guide UNDP COs and other electoral practitioners in the formulation and implementation of electoral projects and to better understand the policies underpinning that assistance, GPECS designed an online toolkit for electoral assistance. The toolkit explains core concepts at each stage of electoral assistance, procedures to be followed, and provides links to useful websites. The site is open to the public. The toolkit is continually updated, addressing new issues as they arise, and providing new resources. GPECS global advisors in the Democratic Governance Group of the Bureau for Development Policy (DGG/BDP) regularly update the best practices and links, in keeping up with the UNDP practice of sharing knowledge from around the world.

ACE Electoral Knowledge Network:

GPECS, in conjunction with eight global organizations with electoral expertise², has

Knowledge products were developed in areas in which virtually no other prior publications existed.

² The nine ACE partners are International IDEA, Electoral Institute for Sustainable Democracy in Africa (EISA), Elections Canada, the Federal Electoral Institute of Mexico (IFE), International Foundation of Electoral Systems (IFES), United Nations Department of Economic and Social Affairs (UNDESA), United Nations Development Program (UNDP), the United Nations Electoral Assistance Division (UNEAD) and the European Commission (ex-officio member). The Carter Center will join as a full ACE partner in 2014.

GPECS supported the translation of the ACE encyclopaedia into five languages.

supported the ACE Electoral Knowledge Network, the world's largest online repository of electoral information with more than 10,000 pages on nearly every aspect of elections, an election calendar, electoral news and comparative information. The site also provides customized advice on electoral processes and is targeted toward electoral policy-makers, administrators and advisors to EMBs. The site has logged more than one million user visits per year.



The ACE Electoral Knowledge Network is a valuable tool for GPECS to provide knowledge products, foster networking among electoral practitioners and support the strengthening of capacity of electoral stakeholders. GPECS supported the network's continuous update of electoral

information and its translation to other languages. It was instrumental in translating the website into Arabic as of 2010, when demand for it grew following the democratic transitions in the Arab States region. Furthermore, GPECS supported a global evaluation of ACE, which was completed in 2011, and resulted in a restructuring of ACE, with a greater emphasis being placed on the knowledge part of the initiative.

The BRIDGE gender and elections module was translated to five languages.

Building Resources in Democracy, Governance and Elections (BRIDGE)

GPECS also continued to support Building Resources in Democracy, Governance and Elections (BRIDGE), the most comprehensive professional development course on election administration. BRIDGE, a collaborative effort of four organizations³, is composed of 24 modules designed to improve the skills, knowledge and confidence of election professionals and key stakeholders in the electoral process, such as members of the media, political parties and electoral observers.

GPECS has incorporated BRIDGE as one of UNDP's main training tools in electoral administration and women's political participation. UNDP COs use BRIDGE as a capacity development tool in many electoral assistance projects at the country level.

GPECS also revised and updated the BRIDGE gender and elections module by adding some additional areas, such as the role of political parties and gender mainstreaming in electoral administration, updating information and resources and incorporating user-friendly presentations. In addition, GPECS translated this module from English into five languages (French, Spanish, Russian, Romanian and Arabic).

GPECS also contributed to revamp the BRIDGE website and content management system, making it easier for BRIDGE facilitators to access materials and information online. Additionally, GPECS is supporting the effort of the BRIDGE partners in the global evaluation of the BRIDGE project.

³ The five BRIDGE partners are the Australian Electoral Commission (AEC), International IDEA, International Foundation of Electoral Systems (IFES), United Nations Development Program (UNDP) and the United Nations Electoral Assistance Division (UNEAD).

Global Practice Meeting on Electoral Cycle Support:

In 2011, GPECS revitalized the electoral community of practice (CoP), a group of electoral professionals from United Nations entities, international and national governmental and non-governmental institutions who collaborate to identify new areas of policy development, exchange lessons and best practices, and design joint initiatives. Through GPECS, UNDP organized the Global Practice Meeting on Electoral Cycle Support in Botswana, which brought together 110 electoral professionals from all over the world, including UNDP COs, international organizations and EMBs. Participants confirmed the importance of the electoral cycle approach in electoral assistance and shared best practices. Following this global CoP meeting, there have been regional CoP meetings focusing on more specific regional needs and areas of interest.



Global Electoral Organization (GEO)

Conference: For the first time in October 2013 the 6th GEO was hosted by UNDP and the National Electoral Commission of the Republic of Korea. This is recognition of UNDP's efforts to put democratic governance and democratic elections at the heart



of the UN's work on peace, security and development. It was also the first time that GEO was held in Asia. 358 participants from 127 countries representing 100 EMBs and other international organizations working on elections attended GEO, making it the largest meeting of electoral practitioners in history. The theme for GEO2013 was "Strengthened Electoral Processes, Sustainable Democracy". Over three days participants addressed this theme by discussing issues related to sustaining electoral integrity, capacity building and professional development of election officials, and promoting cost-effectiveness in electoral processes.

Participation in the Working Group on the Association of World Electoral Bodies (A-WEB):

UNDP has been part of a working group that the National Electoral Commission of the Republic of Korea organized, in order to assist the NEC establish the Association of World Electoral Bodies (A-WEB). This will be an international organization where EMBs and regional electoral associations around the world will voluntarily take part in order to share experiences and promote cooperation. International organizations such as UNDP may become partners of A-WEB should they so choose. The inaugural assembly took place in Seoul, Korea in October 2013, alongside with the GEO Conference.

From 2010 to 2013 the JTF facilitated the establishment

of **52** EU contribution agreements to UNDP-managed electoral assistance projects worth **260** million US dollars.

BRIDGE was incorporated as one of UNDP's main training tools in electoral administration and women's political participation.

EC-UNDP Joint Task Force on Electoral Assistance (JTF)

The EC-UNDP JTF was created in 2007 to strengthen and facilitate the EC-UNDP partnership in electoral assistance. The JTF, which is fully funded by GPECS, provides operational guidance to UNDP COs with EU-funded electoral programmes to improve the formulation, implementation and monitoring of joint electoral assistance projects. The JTF facilitated the establishment of 52 EU contribution agreements to UNDP-managed electoral assistance projects from 2010 to 2013 worth US\$260 million.

To increase accessibility to information on the particulars of the formulation and implementation of EC-UNDP projects, a paper and corresponding e-learning course was published in 2013. These knowledge products follow the JTF's 2011 publication on effective electoral assistance, more generally, and an e-learning course in 2009 on the same topic.

Furthermore the EC-UNDP JTF, funded partly by GPECS, organized three annual global capacity development workshops on various relevant electoral topics. An identified major issue for many of the project countries is the introduction of IT solutions in electoral processes. To respond to this identified knowledge gap, the JTF organized a **Workshop on Electoral Information and Communication Technologies** in 2009, followed by a publication on the same topic entitled "Procurement Aspects of Introducing ICT Solutions in Electoral Processes: The Specific Case of Voter Registration and Electronic Voting". This

topic was revisited in 2012 with the **Thematic Workshop on Information Technology and Elections Management** in Mombasa, Kenya. More than 230 participants from EMBs, UNDP COs, European Union delegations and international and civil society organizations (CSOs) from 60 countries benefitted from comparative information and analyses of timelines and costs for the introduction of technology in electoral processes. After the conference, a summary publication and an eLearning course were issued on the topic. To date, 939 people have taken this course.

As a follow up, and broadening the discussion on sustainability of electoral assistance beyond the technical aspects, the JTF, in 2013, organized the **Thematic Workshop on Sustainability in Electoral Administration: Adequate Resourcing for Credible Elections** in Maputo, Mozambique. Two hundred participants from 45 countries examined how to reduce the costs of elections while retaining high quality and trust in the process, as well as how to ensure sustainability of electoral processes more broadly.

Another shared concern between programme countries relates to how to prevent and mitigate election-related violence. Two **Thematic Workshops on Elections, Violence and Conflict Prevention** have been held. The first one was held in Barcelona in 2010, together with International IDEA. In 2011, a similar workshop gathered 83 electoral EMB practitioners from 29 countries that had recently suffered from violence. The workshop explored causes of electoral violence and possible prevention mechanisms. The JTF also issued a report with the main findings of the workshop.





PROMOTING INCLUSIVE POLITICAL PARTICIPATION – WOMEN'S EMPOWERMENT AND GENDER MAINSTREAMING

GPECS has been particularly successful in promoting gender mainstreaming in UNDP electoral programmes, increasing knowledge and programming practices on women's electoral participation through the development of knowledge products, capacity building tools and advisory services. More than one-third of UNDP COs that provide electoral assistance now have a gender perspective/approach to their work.

Context

While there has been a proliferation of international electoral assistance missions to strengthen the conduct of free and fair elections over the past decade, limited attention and resources have been directed to increasing women's participation in elections. Many previous interventions aimed at promoting women's participation were often short-term, disparate and uncoordinated. GPECS brought together two fields that were disconnected to date: women's political participation and electoral assistance, and led pioneering work in gender mainstreaming throughout the electoral cycle and in enhancing women's participation in political and electoral processes.

GPECS has become a UNDP flagship programme in gender mainstreaming and is considered a model for other areas of UNDP programming. In 2011, UNDP's Gender Steering and Implementation Committee cited GPECS's integrated design and work on gender and elections as a model that should be replicated. The 2012 independent *Evaluation of UNDP Contribution to the Strengthening of Electoral Systems and Processes* noted that GPECS has provided UNDP with "a mechanism that allows it to more systematically promote the empowerment of women throughout the electoral cycle." The same evaluation concluded that UNDP support in this area has led to "increased voter turnout for women and marginalized groups as well as increased the number of elected female officials."

GPECS works to promote women as voters, candidates and electoral administrators and to mainstream gender within the electoral administration. GPECS enhanced the capacity of EMBs and other electoral stakeholders to mainstream gender in election administration and programming through its advisory services, development of knowledge products and trainings.

The Quick Intervention Fund supported women's political participation in post-conflict and transition countries.

Through the BRIDGE gender and elections module, GPECS supported the capacity-building of electoral administrators, civil society members, experts and UNDP staff globally.

Mapping Gender Mainstreaming: In 2011, with the aim of gaining a better understanding of women's political participation programming in UNDP COs and EMBs, GPECS initiated its work in this area by developing and disseminating two questionnaires to UNDP COs and EMBs to map gender-mainstreaming practices in electoral assistance. The first questionnaire addressed the lack of systematic tracking of gender and elections programming in UNDP COs (as identified in 2010) and the limited baseline data that is available in this area. The second questionnaire collected information about EMBs and their practices regarding gender mainstreaming in their work in Europe and the CIS, Africa and Asia and the Pacific. The results of these questionnaires were incorporated into two forthcoming publications: **Gender Mainstreaming in Electoral Assistance and Gender Mainstreaming in Electoral Management Bodies**.

Based on feedback provided through these questionnaires, GPECS began incorporating gender mainstreaming as an integral and critical programme component of electoral programming. Gender mainstreaming and women's political participation programming were essential to receiving GPECS funding for country projects. In addition, GPECS launched the **Quick Intervention Fund** in 2012, a US\$400,000 initiative to encourage and enable UNDP COs to support women's political participation in post-conflict and transition countries. GPECS approved funding for Egypt, Kenya, Liberia, Madagascar and Somalia. In this manner, GPECS ensured that gender mainstreaming would be addressed in all aspects of project planning and implementation. Furthermore, GPECS, in conjunction with UN Women, advocated for the inclusion of gender programming from the very beginning of electoral programming, starting with the DPA/EAD-led NAMs. United Nations NAMs

now include a gender component as part of its checklists for electoral programming. More than one-third of UNDP COs that provide electoral assistance now integrate a gender component into their programmes.

Gender and Elections BRIDGE: For training purposes, GPECS used the customized electoral professional development BRIDGE course on Gender and Elections. GPECS supported the capacity building of approximately 500 electoral administrators, civil society members, experts and UNDP CO staff globally in 2011 and 2012. In addition, GPECS contributed to revising and translating the BRIDGE module into French, Romanian, Russian, Arabic and Spanish.

Community of Practice Meeting: GPECS convened a CoP meeting on gender and elections in Africa in 2011 with participants from 25 EMBs from West and Central Africa. The meeting provided EMBs with tools and support to address equal political participation of women and men. The group documented lessons learned on elections and gender mainstreaming, which resulted in the GPECS forthcoming publication **Inclusive Electoral Processes: A Guide on Electoral Management Bodies and Women's Participation**.

Women's Political Participation Action Plans: In 2011, UNDP Mauritania developed a UN joint programme for women's political participation. UNDP Sao Tome and Principe created a gender and elections strategy and UNDP Niger developed a gender audit of women's political participation in the electoral process. In 2012, GPECS directly assisted Mongolia, Nepal, Thailand and Vietnam in their development of national action plans to increase women's political participation (for more details, see the section on the Asia and the Pacific region on page 22).



REGIONAL KNOWLEDGE DEVELOPMENT, EXCHANGES AND CAPACITY BUILDING

GPECS regional advisors primarily assist COs in their region with national electoral programming, but also develop regional initiatives aimed at addressing the overall needs of each region. Although based on the particulars of these needs, GPECS advisors, for country level projects, primarily assist COs in the various stages of project formulation, from participation in the pre-project electoral Needs Assessment Missions (NAMs), through to the actual project document design, formulation and resource mobilization, through to mid-term and final project evaluations. They also assist to manage risks, and advise on contingency and scenario planning.

The regional focus often involves gathering and sharing comparative best practices, and regional knowledge products identify knowledge gaps and weaknesses and provide capacity development on these topics, as well as partnering with regional organizations.



AFRICA

Context

Africa has made great strides in recent years in building democracy, rule of law, good governance, human security and human rights. Since the early 1990s, a majority of African countries have undergone momentous transitions from autocratic rule to multiparty democratic systems based on majority rule and popular participation. At the very heart of these democratic transitions was the holding of periodic, multiparty elections.

As elsewhere in the world, elections in Africa have become a powerful tool for democracy, accountability and, ultimately, human development. A significant number of elections have succeeded in placing countries on a firm path to recovery and peaceful transition following years of civil conflicts. However, many challenges remain to free and fair elections in Africa, including capacity constraints of EMBs and conflict that can undermine the quality and credibility of elections on the continent. A further challenge is the lack of space for broad-based political participation especially for women, youth and other marginalized groups.

To ensure the accuracy of the voter registry and enhance the credibility and effectiveness of the elections, GPECS and UNDP supported Benin's general election, held in March and April 2011, with a project focused on the biometric registration of citizens, development of a computerized permanent voters list, and the production and distribution of voter cards. UNDP supported the registration of four million voters through the newly computerized voters list. **GPECS's contribution of US\$1.4 million was used to acquire biometric kits and help support a country-wide voter education campaign.** GPECS also provided advisory services in the formulation and implementation of the project.

GPECS' programmatic focus is to provide capacity building to electoral officials and to strengthen African regional institutions through cooperation with pan-African bodies and sub-regional institutions to achieve credible, transparent and peaceful elections. GPECS and the UNDP Africa Regional Governance Programme have responded to these challenges by collaborating with the African Union Commission (AUC), the Regional Economic Communities (RECs) and national actors including EMBs. This collaboration is carried out with the view to strengthening these institutions' capacity to foster credible electoral processes, through training, advocacy and technical assistance. GPECS has also focused on preventing electoral violence and promoting greater political participation of women in Africa.

Capacity Development

GPECS organized capacity building workshops focused on media, electoral budgeting, procurement, women's political participation and electoral operations to improve the skills and abilities of EMB officials, civil society, media and political parties and to expose them to best practices in these areas. Overall, GPECS trained approximately 230 EMB officials across the region.

Elections and Media: In 2010, GPECS hosted a series of high-level regional meetings to provide training, advocacy

and dialogue on key issues affecting the quality and credibility of elections in Africa. One such meeting on elections and media took place in Johannesburg, South Africa, and was attended by 45 senior journalists, election experts and UNDP communications officers. Among the key results of this three-day workshop was the resolution to produce a guide on media and elections. Based on this meeting and similar requests, GPECS produced the forthcoming knowledge product: ***Media and Elections: A Guide for Electoral Management Bodies***. The guide will enhance the understanding of EMBs of the basic principles of freedom of speech and the role of the media in electoral processes. It discusses mechanisms for media oversight during campaign periods and the benefits of having an open and integrated communication strategy in everyday operations.

Electoral Budgeting and Procurement: Amid a large number of electoral processes taking place in Africa in 2011 and 2012, GPECS sought to fill significant gaps in the capacity of EMBs in electoral planning and logistics. To address these gaps, GPECS sponsored a workshop on electoral budgeting and procurement for more than 65 participants from 25 African countries. The workshop was held in Freetown, Sierra Leone, in 2011 and focused on strengthening the operational planning capacity among EMBs and UNDP staff in developing strategic, operational, procurement and budget planning.

GPECS also developed a customized training course on Electoral Procurement and Budgeting, focused on providing a better understanding of electoral operational planning, risk assessment

and mitigation, electoral budgeting and procurement planning and evaluation based on the electoral cycle approach. In 2012, GPECS customized this training for Mozambique's EMB.

Electoral Operations: In 2012, GPECS held two professional development workshops in South Africa for 85 EMB staff from 12 countries aimed at improving the skills and confidence of newly appointed officials in electoral operations and exposing them to good practices in election management, voter registration, as well as on improving relations between EMBs and electoral stakeholders to enhance the quality and credibility of elections. There has been a request from our partners in the Electoral Commissions' Forum of the SADC countries to make this training an annual event, in order to cater for the need of new EMB officials in the region.

Women and Elections: With the aim of enhancing women's empowerment and promoting gender equality, GPECS conducted a BRIDGE training on gender and elections for 35 EMB and civil society officials across the Eastern and Southern Africa region in 2011 in Naivasha, Kenya. The training introduced participants to the principles and best practices in empowering women as candidates, election officials and voters, and assisted participants in establishing strategies for gender mainstreaming into electoral planning, management and evaluation.

GPECS also organized a training on 'Empowerment of Women in the Electoral Cycle: Gender and Elections' in 2011 in Dakar, Senegal. The training focused on electoral assistance and equal political participation of women and men in Africa. Participants

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from **25**
African countries.

included 34 staff of UNDP COs and EMBs, as well as representatives from ministries in charge of gender issues and CSOs from Burundi, Cameroon, Chad, Mauritania, Rwanda, Senegal, and Sao Tome and Principe. Recommendations developed during the training include: i) to organize a similar training for decision makers to reach higher-level commitment on the issue, and ii) to develop training materials on gender and elections in French.

Mitigating Electoral Violence: With election-related violence on the rise, GPECS made significant efforts towards its mitigation in Africa through the promotion of regional exchanges on election integrity and security. UNDP sponsored meetings to analyze and map out strategies to reduce violence and political instability during elections on the continent.

In 2011, GPECS organized two conferences on the topic, in West and Southern Africa, respectively. Both conferences provided good practices to key electoral stakeholders including senior EMB staff to identify and mitigate electoral violence by establishing long-term programmatic solutions.



Regional exchange on political stability and elections: In partnership with the UN Office for West Africa (UNOWA), the UN Population Fund (UNFPA) and the Government of Cape Verde, GPECS co-organized the Regional Conference on Elections and Political Stability in West Africa on 18-20 May

2011 in Praia, Cape Verde. Participants included representatives from EAD/DPA, ECOWAS, the African Union, the International Organization of la Francophonie (OIF) and the EU. The conference was mainly aimed at analyzing the impact of electoral processes on the stability of the sub-region, including implications for democracy and peace-building, as well as evaluating the implementation of the ECOWAS protocol on democracy and good governance 10 years after its inception. The conference also examined the main challenges to electoral processes in Africa. These challenges include the capacity of EMBs, funding processes and electoral cycles, collaboration between government and EMBs, and management of electoral disputes. Over 100 participants from West Africa government institutions, EMBs, constitutional councils, security forces, media, civil society (especially women's organizations) and regional and international organizations attended. The conference concluded with the issuing of several recommendations, especially in regards to enhancing the credibility of ECOWAS and AU mediation initiatives.

Partnering with Regional Institutions

GPECS provided support to the **African Union (AU)**, a key strategic partner in the region, by reviewing its election observation methodology in order to **enhance election observation capacity**. The review is expected to shift AU's current methodology, based on polling-day observation, towards the adoption of a long-term election observation program. This would allow AU observer missions to provide improved analysis of electoral issues on the ground

and strengthen the overall quality of AU election observation. To further strengthen the AU observer capacity, GPECS supported and sponsored the training and accreditation of AU and Regional Economic Communities' observers throughout the year. More than 100 observers, mainly from North, Central and West Africa, benefitted from the training and were accredited through two workshops held in 2011 in Libreville, Gabon and Tunis, Tunisia. These workshops also solidified GPECS' reputation in Africa as a leader and credible partner in the provision of electoral support.

GPECS has also supported the review of the **East African Community (EAC) Draft Principles on Election Observation and Evaluation**. Following the review of this document and its subsequent discussion and validation by a panel of experts comprising election practitioners, parliamentarians and civil society, the revised Principles document was referred to the EAC Heads of Government for endorsement (expected in the near future).

GPECS continued to develop electoral integrity and legitimacy in the region through a harmonized and standardized electoral framework, including collaboration with the **Association of Law Reform Agencies in Eastern and Southern Africa (ALRAESA)** for the development of a model law on elections. Throughout 2011, GPECS, UNDP and ALRAESA developed a joint road map for development of the model law, developing a study that will form the basis of the model law. This significant initiative will aid policy makers, law reform agencies, EMBs and other stakeholders across the region to promote electoral reform based on agreed-upon international best practices and norms.



In continued cooperation with regional partners, GPECS, via the EC-UNDP Joint Task Force, led negotiations with the EU to initiate a multi-year electoral assistance programme to the **Electoral Commissions Forum (ECF)** of the **Southern African Development Community (SADC)**. The US\$700,000 programme includes strengthening the role of the ECF in supporting election observation and peer learning in the sub-region and enhancing the quality and credibility of elections, through capacity building of the 15 EMBs with membership in the Forum. In addition, GPECS assisted in establishing the SADC Electoral Advisory Council (EAC), whose mandate entails electoral advisory services to the SADC Executive Secretariat.





ARAB STATES⁴

Context

At the end of 2010 and beginning of 2011, the Arab States underwent major political upheaval starting with street protests in Tunisia that led to several transformations in the region. Dissent spread to Egypt, Yemen, Bahrain, Libya and Syria. These protests, commonly referred to as the “Arab Spring,” led to political transitions and the holding of the first credible elections in decades in Tunisia, Egypt, Yemen and Libya.

In 2009, when GPECS was initiated, UNDP was providing direct electoral assistance to

Tunisia held its first democratic elections in October 2011. GPECS provided assistance ahead of these elections to the newly formed EMB in the areas of polling and counting procedures, complaints, voter education strategies, ballot design, and procurement and logistics planning. GPECS trained 107 women candidates on electoral campaign strategy, campaign organization and public speaking. In addition, GPECS provided training for 40 journalists on providing equal electoral coverage to all political parties, organized six campaigning workshops and held 15 individual coaching sessions for candidates. In 2012, GPECS advised the National Assembly on constitutional and law reforms needed to establish the EMB, providing comparative country examples. GPECS also launched a series of round tables that brought together members of the Assembly, the government, political parties and CSO in an effort to facilitate dialogue and consensus on key electoral issues. In addition, GPECS also provided BRIDGE trainings on voter outreach for CSO.

three countries in the Arab States region. By the end of 2011, UNDP was supporting electoral processes in nine countries – many of them for the first time. The original strategy and work plan for the Arab States region were developed in 2010, but were swiftly revised to reflect the new needs that arose in the region after the political upheaval and the transition to democracy of many of its countries in 2011.

GPECS focused on supporting the establishment of new electoral institutions and laws. The programme provided advisory and programming services; produced and shared comparative experiences and knowledge that specifically targeted the needs of the region; supported capacity development of national electoral stakeholders and UNDP COs; and enhanced the participation of women and youth in electoral processes.

Partnerships and Capacity Development

Community of Practice Meeting: Soon after the Arab Spring, GPECS held a regional CoP meeting in Cairo in 2011 to learn how it could help the incipient EMBs, share best practices, provide support to first-time electoral officials and offer peer networking. This event brought together regional electoral stakeholders and institutions, as well as UNDP CO staff from 13 countries, many of whom were attending this type of meeting for the

⁴ UNDP's Arab States Region includes the following countries: Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, Yemen and the Programme of Assistance to the Palestinian People.

very first time. One of the key findings of this CoP was that many of the countries in transition lacked experience and comparative knowledge. As a result, GPECS produced and distributed the study *Electoral Administration and the Arab World*, which examined comparative and analytical elements on election administration in relation to the transitional processes. This study was used as a reference in Egypt, Jordan and Tunisia to support electoral processes and contributed to the discussions on selecting an EMB model. Another publication, *Enhancing Youth Political Participation throughout the Electoral Cycle: A Good Practice Guide*, identified key entry points for the inclusion of young people in political and electoral processes, and provides good practice examples from the Arab region and beyond.



Through the report *Social Networks and Elections in the Arab World*, GPECS provides insights for the use of social and family networks in future electoral programming in the region. Furthermore widely used electoral materials and tools were translated into Arabic.

GPECS provided policy and programming development support to UNDP COs in Egypt, Jordan, Lebanon, Libya, Tunisia and Yemen. GPECS provided significant support to UNDP COs in the region, addressing their lack of familiarity with the UN electoral framework, their limited regional experience in electoral support and the lack of a regional electoral framework. In 2011 and 2012, GPECS organized BRIDGE workshops in the Arab States region to increase knowledge on key electoral issues. Members of the League of Arab States, established

and newly-established EMBs, country officials and representatives attended the workshops.

League of Arab States (LAS): In 2012, as a result of its partnership with the LAS, GPECS supported the LAS with the organization of its first BRIDGE workshop in Cairo. The workshop focused on building the technical capacities of the LAS election observation mission that would be deployed to monitor the legislative elections in Algeria in May 2012.

GPECS focused on supporting the establishment of new electoral institutions and laws in the Arab States region.





ASIA AND THE PACIFIC

Context

The Asia and the Pacific region houses a diverse group of countries which represent over half of the world's poor and two-thirds of the world's population. The region is composed of nations in a broad range of circumstances and includes some in peaceful transition to democracy, some suffering from long periods of conflict or recovering from conflict, some that are middle-income, as well as two of the world's largest economies, India and China. Significant progress has been made in democratic development in the region. One important indicator of this is that democratically elected governments at national and sub-national level are now in place in most of South Asia and South-East Asia. That said, it is evident that having institutions in place and the systematic holding of elections are not sufficient indicators of whether people have opportunities to influence the decisions that affect their daily lives. There are serious examples of a shrinking democratic space in the region, including worrying examples of laws that impinge upon freedom of expression and citizen's rights. Despite the economic and societal transformational changes in Asia over the last 25 years, many countries have failed to consolidate and deepen democratic practices.

To address this, UNDP's electoral assistance in Asia and the Pacific goes beyond technical assistance to electoral EMBs and

significant importance is given to targeting the enabling environment by strengthening other key participants in the process, including civil society, legislators, political parties and the media, all the while integrating a long-term vision for democracy and human development.

Through its country support, the Asia and the Pacific component of GPECS delivers to a wide range of political systems and historical democratic timelines, from support to first-time multiparty elections in countries such as Bhutan and the Maldives, to the provision of longer-term support to electoral institutions in Indonesia, Bangladesh, Pakistan and Cambodia, as well as support to post-conflict elections in Afghanistan, Timor-Leste and Nepal.

At a regional level, GPECS developed regional public goods that sought to address three strategic issues that were salient to the regional context. It focused on: promoting women's political empowerment as the Asia and the Pacific region has the second lowest women's participation rate in the world; mitigating the risk of electoral violence, as a high proportion of elections in the Asia and the Pacific are affected by violence; and enhancing an understanding of local electoral management, as almost all countries in the Asia and the Pacific region now have devolved levels of governance that EMBs are responsible for managing the elections of.

100
participants
from over
15 countries
attended a CoP
meeting in the
Philippines
in 2011.



Partnerships and Capacity Development

Community of Practice Meeting: GPECS supported and organized a CoP meeting on Electoral Cycle Support in the Philippines in 2011 with the aim of sharing lessons, identifying challenges and charting future regional priorities. Topics of discussion included developing a better understanding of gender mainstreaming and electoral violence throughout the electoral cycle; fostering and mentoring a network of women political leaders in the Asia and the Pacific region; furthering regional exchanges on political party reforms; and codifying comparative experience in the use of information technology in electoral systems and processes in the region. One hundred participants from more than 15 countries attended the meeting. As a follow up to the CoPs that were held in Botswana and Manila, GPECS produced a publication on local electoral management: *Promoting Local Election Management as Part of an Electoral Cycle Approach*. This is the first report to examine the different modalities used by various countries in Asia in administering local elections.

Association of Southeast Asian Nations (ASEAN): GPECS also contributed to the first **ASEAN Election Management Bodies Forum** as parts of efforts to foster South-South cooperation between EMBs in 2011 in Indonesia. GPECS focused on the structural and political conditions for electoral violence and women's political participation in the region.

Electoral Violence

GPECS contributed to enhancing peaceful electoral processes by illustrating best practices in conflict-sensitive electoral

management that supports the electoral cycle approach. As a follow up to the publication *Elections and Conflict Prevention: A Guide to Analysis, Planning and Programming*, which identifies strategies that can prevent election-related violence and is available in English, French and Arabic, GPECS developed and disseminated *Understanding Electoral Violence in Asia*. The publication features seven country case studies (Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines and Thailand) that offer lessons for the region on the causes of electoral violence and mitigation strategies for use in policy development, legislation and institutional change. **This publication remains the only comparative and regional resource on electoral violence in Asia and the Pacific.**

In conjunction with the release of the publication, GPECS organized round-table discussions in each of the case study countries to discuss its findings and recommendations. Specific recommendations of the study included enhancing the provision of technical assistance for the development of project documents in Pakistan and Nepal. Lessons from the case studies were used to develop mechanisms for preventing and managing the potential for outbreaks of election-related conflict over the next electoral cycle period. UNDP COs in Mongolia and Thailand translated the knowledge product into their local languages since they considered the lessons of the case studies as particularly relevant for their countries. GPECS also supported the training of UN staff from 12 countries in Asia and the Pacific to develop and implement electoral risk assessments, co-hosted with USAID. In addition, a specific workshop was organized for Mongolian parliamentarians in 2011.



UNDP developed an Asia-Pacific strategy to accelerate women's political participation.

Women's Political Participation

In Asia women constitute less than one-fifth of all parliamentary seats, and in the Pacific this number is two per cent, the lowest in the world. In over half of the elections held annually, women's representation either stays the same or decreases. The goal of equal participation for women and men in decision-making roles is essential to achieve social justice and women's empowerment, to deliver development goals, and to strengthen the legitimacy of democratic bodies.

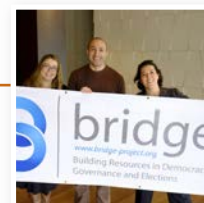
Recognizing that it will take at least 50 years to reach gender parity in national assemblies globally if no fast-track institutional reforms are taken, and that progress in Asia is slower than global trends, UNDP developed an Asia-Pacific strategy to accelerate women's political participation. To inform this strategy two sub-regional stakeholder workshops were held in 2011 and 2012. Together, approximately 200 participants from 20 countries explained and discussed

the underlying reasons why women did not have political equity and institutional strategies for overcoming the barriers. Based on this input the initiative then culminated in the GPECS publication **Gender Equality in Elected Office in Asia: Six Actions to Expand Women's Empowerment**. It examines a range of institutional reforms that can contribute to gender equality in elected office. Following the launch of the publication, and based on its recommendations, GPECS held follow-up workshops in Mongolia, Vietnam and Thailand which resulted in the development of national action plans that have been implemented through Parliamentary Steering Committees and relevant government ministries. Following the success of this, the Republic of Korea and UNDP's Regional Bureau for Asia and the Pacific provided funding to scale up the initiative with a further 10 countries being assisted in developing National Action Plans for Political Equality from July 2013.

Furthermore, GPECS supported the collection and use of data on women's political participation in Asia to build and support networks for political equality in the region. GPECS assisted in the development of a framework to produce and disseminate gender-disaggregated data for the region, which included the collection of sex-disaggregated data on key political participation indicators. **Women's Representation in Local Governments in the Asia Pacific - Status Report 2010** is the first status report on the representation of women in local government written anywhere in the world. The report produced benchmark data on the number of women elected at the sub-national level and helped prompt the development of strategies to increase that number.



EUROPE AND THE CIS⁵



Context

Since the transition to democracy in the 1990s, most countries in the region hold periodic elections. Some countries are now considered reasonably well-functioning democracies, with open, contested elections and independent media. Some countries have a more mixed record: making initial gains in democratization in the early years of transition, then stalling. Regional programming in Europe and the CIS focus on 1) identification of gaps and capacity building of EMBs and UNDP COs; 2) mainstreaming gender into electoral administration, as well as strengthening the participation of women and marginalized groups in electoral processes.

Partnerships and Capacity Development

Community of Practice Meeting: GPECS held a CoP meeting in Bratislava, Slovak Republic in 2011, with 31 participants from UNDP COs, EMBs and other electoral stakeholders. The CoP identified three needs in the region: 1) mainstreaming gender into electoral administration and within the instructional and professional capacity of EMBs, 2) improving procurement capacity of electoral managers, and 3) in some cases, ensuring greater independence of electoral management within the national political context.

A regional Russian-language BRIDGE workshop on electoral systems was attended

by **26** representatives from EMBs and staff from 6 UNDP COs.

In 2012, GPECS contributed to enhancing gender equality in Georgia. With GPECS support, the Georgian EMB developed internal gender sensitive policies and built awareness among political parties regarding gender equality in politics and appropriate use of quotas for women candidates. In July 2012, GPECS sponsored a two-day visit from three European parliamentarians to meet with nine Georgian political parties to discuss the representation of women on party lists and to share their experience with party rules and mechanisms for promoting the increased participation of women in politics. **GPECS also developed an advocacy initiative to increase women's electoral participation and strengthen intra-party democracy.**

⁵ UNDP's Europe and CIS Region includes the following countries: Albania, Armenia, Azerbaijan, Belarus, Bosnia & Herzegovina, Bulgaria, Croatia, Cyprus, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Latvia, Lithuania, Macedonia, Serbia, Tajikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan.

GPECS
partnered with
the **ACEEEO**
in 2011
to address gaps
within **EMBs** in
the region.

Electoral Systems: A global online survey conducted in 2011 identified a demand for BRIDGE workshops in Russian. GPECS responded to this need by organizing a regional Russian-language BRIDGE workshop on electoral systems in November 2011, which was held in Ashgabat, Turkmenistan. 26 representatives from EMBs and UNDP staff from Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan and Uzbekistan attended the training. In 2012, GPECS organized additional workshops in Romania and Georgia. These trainings focused on gender mainstreaming in electoral processes and key issues regarding access by citizens to the electoral administration. As a result of the training, some EMBs, like Moldova, decided to create a gender strategy to mainstream gender in electoral administration.

Association of European Electoral Officials (ACEEEO): GPECS also partnered with the ACEEEO in 2011 to address gaps within EMBs in the region, by organizing

two regional BRIDGE workshops in Hungary in 2011. On the sidelines of the workshops, an agreement was reached among the participants and the ACEEEO to institutionalize BRIDGE in the region and create a pool of regional facilitators to advance electoral knowledge and expertise. GPECS supported this initiative and further contributed to it by launching additional BRIDGE workshops in Georgia and Romania.

South-South Cooperation: The workshop “Democratic Transformations,” held in July 2011 in Romania, brought together 80 participants from Eastern Europe, Egypt and Tunisia. Participants included high-level government officials and EMB representatives. This event set the stage for future cooperation between EMBs from Eastern Europe and North Africa. The workshop focused on lessons North Africans could learn from Eastern Europe’s experience with electoral administration during their democratic transitions.



LATIN AMERICA AND THE CARIBBEAN



Context

In Latin America and the Caribbean (LAC), the gap between economic progress, social integration and political engagement for the construction of participatory citizens' democracies is still very large. According to the UNDP LAC 2010 Development Report, endemic discrimination of some of the most vulnerable groups, such as indigenous peoples, and the evidence of scarce rural development or decentralization remain some of the greatest challenges to overcome in the next decade.

The overall objective of GPECS' LAC component is to align with some of those challenges and provide support to electoral institutions and indigenous peoples in the path to achieving their full and equal participation as voters and candidates. GPECS supports regional indigenous electoral networks to promote capacity building with EMBs and to ensure sustained collaboration with other UN partners and stakeholders. GPECS provides assistance to electoral administrators so they can engage and equally support these groups along the electoral cycle and targets indigenous women and youth in particular. GPECS focused on the inclusion of indigenous peoples in political processes and on building indigenous networks in the six countries in Latin America with the largest indigenous populations (Bolivia, Ecuador, Guatemala, Mexico, Nicaragua and Peru).

Partnerships and Capacity Development

Mapping Exercise: In 2011, GPECS initiated its work in Latin America by undertaking a mapping exercise of the six target countries

focusing on the relationship between EMBs and indigenous peoples, which revealed that indigenous peoples receive negligible support from electoral authorities toward increasing their political participation. The exercise also revealed that language is a key barrier in preventing a stronger relationship.

Regional Meeting on Elections and Media:

With the aim of improving communications between EMBs and indigenous peoples and to promote greater indigenous participation, GPECS hosted the first-ever regional meeting for indigenous and EMB media experts on electoral issues in Latin America and the Caribbean in Ecuador in 2011. More than 70 indigenous journalists, communications practitioners and EMB media experts from the region attended the meeting, resulting in the creation of the first Regional Electoral Network for Indigenous Women Communicators to foster political participation and exchanges among indigenous women on electoral processes.

By working with the network, GPECS supported the creation of new knowledge products through local radio, storytelling and provision of audio-visual support and translation of **stories about good electoral practices**. This initiative resulted in training opportunities for indigenous and non-indigenous journalists and EMB media experts in remote areas. It also contributed to introducing audio-visual and film concepts to indigenous and rural populations for electoral purposes. GPECS supported a three-month series of virtual training courses that 70 participants completed to foster electoral capacity building

From 2011 to 2013, GPECS held workshops focused on increasing the political participation of indigenous peoples in Bolivia, Ecuador, Mexico and Nicaragua.



Between 2009 and 2012, IFE organized more than **20** workshops on electoral administration and electoral law for electoral officials from **18** countries globally.

for indigenous peoples, particularly indigenous women, in rural areas.

From 2011 to 2013, GPECS held several workshops focused on **increasing the political participation of indigenous peoples**. Participants in Bolivia, Ecuador, Mexico and Nicaragua gained valuable information and were provided with tools to support their efforts to increase their political participation. Additionally, in 2012 and 2013, GPECS, together with UN Women, have conducted several BRIDGE workshops, focusing mainly on gender and elections. Workshops have been conducted in Nicaragua, Bolivia, Jamaica, Belize, Honduras and El Salvador. Members from EMBs, political parties, CSOs and other development partners benefited from these workshops.

Regional School of Political Leadership for Indigenous Youth and Women: GPECS, together with four international organizations, inaugurated the Regional School of Political Leadership for Indigenous Youth and Women in Ecuador in November 2012 with the goal of increasing the political participation of indigenous peoples, particularly of women and youth, in LAC.



Tenth UN Permanent Forum on Indigenous Issues: GPECS sponsored and organized regional coordination caucuses in Mexico and Nicaragua for the 10th UN Permanent Forum on Indigenous Issues in May 2011 in New York. The caucuses helped define and harmonize Latin American indigenous peoples' regional priorities and

good practices. In addition, GPECS highlighted Mexico's support of their indigenous people's electoral participation during the past 20 years.

Study on the Political Participation of Indigenous Peoples in Latin America: In 2013, GPECS published Intercultural Citizenship: Political Participation of Indigenous Peoples in Latin America, a regional study on the political and electoral participation of indigenous peoples, including six short documentaries from six countries (Bolivia, Ecuador, Guatemala, Mexico, Nicaragua and Peru). The study is particularly useful for EMBs and electoral stakeholders to understand the challenges faced in increasing the political participation of indigenous peoples.

Federal Electoral Institute of Mexico (IFE): UNDP Mexico and GPECS partnered with the IFE and the Electoral Tribunal of Mexico (TEPJF) to provide technical assistance and training to EMBs through the International Electoral Training and Research Programme. Between 2009 and 2012, IFE organized more than 20 workshops on electoral administration and electoral law for electoral officials from 18 countries globally. These countries included six from Africa; four from Europe and the CIS; three from Latin America; three from Asia; and two from the Arab States⁶. In addition, IFE provided technical assistance to Honduras, which resulted in electoral legal reforms, and to El Salvador, which resulted in the drafting of a new law on political parties. IFE also provided technical assistance in drafting electoral laws to Argentina, Egypt and Haiti. Lastly, IFE published the book *Technologies and Citizen Participation in the Construction of Democracy*, which focuses on new technologies, social networks and citizen participation and which is available in Spanish and English.

⁶ The countries were Argentina, Benin, Bosnia Herzegovina, Botswana, Burundi, Costa Rica, Egypt, Ethiopia, Philippines, Georgia, Guatemala, Lebanon, Nepal, Macedonia, South Africa, Timor Leste, Ukraine and Zambia.

A photograph showing three individuals in orange vests, likely GPECS staff, in a classroom. A man and a woman are standing and looking at a document together, while another person is seated at a wooden table in the background. A chalkboard with French text is visible behind them.

ELECTORAL CYCLE SUPPORT AND LESSONS LEARNED AT THE COUNTRY LEVEL

In addition to providing advisory services and capacity development, GPECS devoted approximately half of its resources to supporting country projects to improve their electoral systems and processes. From 2009 to 2013, GPECS provided direct funding to 18 country level projects – representing approximately one third of the yearly number of countries UNDP provides electoral support to – with a total allocation of more than US\$14 million.

Eleven of these countries are situated in Africa (Benin, Cape Verde, Democratic Republic of Congo, Guinea, Guinea Bissau, Liberia, Mauritania, Mozambique, Niger, Sao Tome & Principe, Senegal); six in the Arab States region (Jordan, Lebanon, Libya, Occupied Palestinian Territories, Sudan, Tunisia); and one in Asia (Timor Leste).

A majority of the projects focused on EMB capacity, civic education and women's participation. The balance focused on political parties, media, electoral legal framework and CSOs.

For more information and an overview of GPECS country projects, see the table on the next page.

GPECS provided
direct funding
18
to
country level
projects.

OVERVIEW OF GPECS COUNTRY PROJECTS

Country	Amount of Funding	Dates	Duration	Type of Programme
Benin	US\$1,400,000	2010-11	1 year	<ul style="list-style-type: none"> • Procurement of biometric kits • Voter education
Cape Verde	US\$700,000	2010-12	2 years	<ul style="list-style-type: none"> • Voter registration • EMB capacity development • Civil society support
Democratic Republic of Congo	US\$726,754	2011-12	2 years	<ul style="list-style-type: none"> • Establishment of National School of Electoral Administration • EMB capacity development • Women's participation
Guinea-Bissau	US\$272,108	2009-10	2 months	<ul style="list-style-type: none"> • EMB capacity development in operational planning support • CSO capacity development
Guinea	US\$680,272	2009-10	1 year	<ul style="list-style-type: none"> • Civic and voter education focused on new electoral code, voter registration and Constitution
Jordan	US\$500,000	2012-13	Ongoing	<ul style="list-style-type: none"> • EMB capacity building • Legislative reform
Lebanon	US\$1,000,000	2009-10	2 years	<ul style="list-style-type: none"> • Electoral framework • Training of polling officials • Women's participation • Voter education
Liberia	US\$750,000	2010-11	2 years	<ul style="list-style-type: none"> • EMB capacity development • Legal framework revision • Women's political participation
Libya	US\$1,000,000	2012	1 year	<ul style="list-style-type: none"> • EMB capacity building • Civic education • Media support • Dispute resolution and security plan

Country	Amount of Funding	Dates	Duration	Type of Program
Mauritania	US\$1,150,000	2010-13	Ongoing	<ul style="list-style-type: none"> • EMB capacity development • Electoral law reform • Gender quotas
Mozambique	US\$750,000	2010-13	Ongoing	<ul style="list-style-type: none"> • EMB capacity development • Civic education • Gender mainstreaming
Niger	US\$1,000,000	2010-13	Ongoing	<ul style="list-style-type: none"> • Civic and voter education with emphasis on women's participation • EMB capacity development
Occupied Palestinian Territories	US\$900,000	2009-2013	Ongoing	<ul style="list-style-type: none"> • EMB capacity development • EMB engagement with electoral stakeholders • Public outreach
Sao Tome & Principe	US\$300,000	2010-12	2 years	<ul style="list-style-type: none"> • EMB capacity development • Increasing women's political participation • Civic and voter education
Senegal	US\$400,000	2012-13	Ongoing	<ul style="list-style-type: none"> • EMB capacity building • Communications strategy • Civic education
Sudan	US\$1,000,000	2009-10	1 year	<ul style="list-style-type: none"> • EMB and political party capacity development • Civic education • Women's participation • Capacity development of CSO
Timor Leste	US\$500,000	2010-11	18 months	<ul style="list-style-type: none"> • EMB capacity development • Women's political participation • Political party and civic education
Tunisia	US\$1,000,000	2011-12	1 year	<ul style="list-style-type: none"> • Establishment and capacity development of EMB • Promotion of gender equality throughout electoral cycle



LOOKING AHEAD

Over the past four years, GPECS enhanced UNDP's ability to deliver electoral assistance. With a well-structured programme that skillfully combines global and regional advisors, GPECS has proven itself as an effective vehicle for electoral assistance with an electoral cycle approach that has benefited EMBs, UNDP COs and inclusive participation, particularly women's political participation and gender mainstreaming.

GPECS has proven itself as an effective vehicle for electoral assistance.

Lessons Learned Studies and Evaluations:

In 2011, GPECS initiated two comprehensive studies on electoral assistance. The study *The Longer Term Impact of UNDP Electoral Assistance: Lessons Learned* looks at eight country cases (Bangladesh, Cambodia, Georgia, Indonesia, Liberia, Mexico, Mozambique, Occupied Palestinian Territories) where the United Nations, and in particular UNDP, has been involved in providing electoral support for almost a decade.

The study *Lessons Learned: Integrated Electoral Assistance in UN Mission Settings* initiated in 2011 in partnership with EAD/DPA and the Division for Policy, Evaluation and

Training of the Department of Peacekeeping Operations. The study makes recommendations for improvements towards greater efficiency in the delivery of UN electoral assistance in integrated settings, including programming and implementation at the field-level, based on a detailed review of issues related to electoral integration in mission settings in Burundi, Côte d'Ivoire, Democratic Republic of Congo, Iraq, Sudan and Timor Leste. Based on these studies and a UNDP corporate evaluation (*Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes*) and an external review (*ICAI Review of DFID's*

Contribution to UNDP Electoral Assistance), UNDP (as well as other UN agencies) will learn lessons and continue to develop policies to improve the delivery of future electoral assistance projects.

The 2012 UNDP independent *Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes* concludes that UNDP is a valuable and relevant actor on electoral support. It asserts that **UNDP generally provides effective technical assistance that strengthens the work of EMBs** and results in the holding of credible electoral events and that **UNDP support has led to the development of more inclusive electoral processes and increased participation by women and other groups**. However further efforts in this area are needed. Some challenges remain on coherence and quality across the various initiatives, as well as issues of cost-effectiveness and sustainability.

As it looks ahead, GPECS will build on its success and update and refine its programme based on this evaluation and other internal and inter-agency lessons learned, best practices and evaluations. GPECS' accomplishments and challenges in the past four years, in addition to these reports, have and will collectively inform the direction GPECS will take by pointing to key success factors, current gaps and areas to improve in the next phase of UNDP electoral assistance.

Some priority areas going forward, for example, aim to build on some of the successful intervention areas of the 2010-2013 experience of GPECS. Two examples are *Mitigating the Risk of Electoral Violence and Enhancing the Political Empowerment of Women*.

In mitigating electoral violence, UNDP will, for example, identify ten high priority countries for the following year and develop a training course where UNDP and EMB staff can produce electoral risk mitigation frameworks for implementation. Each framework will be based on an analysis of the political, electoral, historical, economic and social environment of a given country, integrate political violence against women as a key component and provide actionable measures to mitigate the risk of electoral violence. Each framework will also be matched against the EMBs strategic plan and archived appropriately to aid institutional memory and sustainability within the EMBs.

Furthermore, the public's trust and legitimacy of an EMB is critical to ensuring a peaceful electoral process and in the end, the acceptance of election results. A number of elements can contribute to the independence of an EMB, including: personal integrity of members; nature of mechanisms to nominate and appoint members; requirements for nomination; autonomy vis-à-vis finances and control of key processes such as voter registration. To assist EMBs understand the factors that contribute to their credibility information will be consolidated on the different models and practices and mapped alongside data including public perception surveys and voter turnout. The aim is to illustrate the relationship these key variables have with positive or negative perceptions amongst the public of how elections are conducted, and the consequences of this for peaceful electoral processes.

UNDP will learn lessons and continue to develop policies to improve the delivery of future electoral assistance projects.

UNDP support has led to the development of more inclusive electoral processes and increased participation by women and other groups.

To enhance the political empowerment of women, following the success in 2012 of UNDP facilitating the development of National Action Plans for political equality for three countries in Asia, a scaling up initiative will be rolled out, so that: (a) Five more countries in the Asia-Pacific can be supported in developing National Action Plans for Political Equality; (b) *Gender Equality in Elected Office in Asia-Pacific: Six Actions to Expand Women's Empowerment* will be transformed into a global publication with sub-regional frameworks so that other regions can support political equality national action plan development. Once the sub-regional frameworks are developed the implementation process will occur at the national level, supported by UNDP at the regional and global levels to ensure consistency, coherency and appropriate linkages between countries

where relevant. National and sub-national stakeholder consultations will be held in each country to ensure an inclusive, sustainable process that promotes national ownership of, and political commitment to, each National Action Plan.

Furthermore, comparative sex-disaggregated data (eg. women elected to office at national and sub-national levels, voter turn-out, voter registration) will be highlighted, so that special consideration can be given to strengthen women's political participation and to overcome constraints as candidates and voters. Currently no coherent data-base exists with this information beyond the number of female parliamentarians at a national level. Consolidated research would then be conducted to inform programming and advocacy tools for countries to address problem areas.



ANNEX I:

GPECS KNOWLEDGE PRODUCTS

Guides and Tools for Electoral Management Bodies

- ***Comparative Experience in Electoral Administration and the Arab World (2011)***. The report provides different institutional models and experiences in the structuring and functioning of EMBs, the cost of elections, the current state of EMBs in the Arab World and the comparative experience of EMBs during transitions. It is available in Arabic, English and French.
- ***Promoting Local Election Management as Part of an Electoral Cycle Approach (2013)***. The report examines Asia-Pacific's modalities to administer local elections and demonstrates the impact of management practices on electoral cycle approaches, the delivery of elections and the provision of assistance.
- ***Media and Elections: A Guide for Electoral Management Bodies (2013)***. The guide serves to enhance the understanding of EMBs of the basic principles of freedom of speech and the role of the media in electoral processes. It discusses mechanisms for media oversight during campaign periods and the benefits of having an open and integrated communication strategy in everyday operations.
- ***A Self-Assessment Tool for Improving Electoral Management Body Capacity*** (forthcoming).
- ***Best Practices and Lessons Learned from 17 African Countries UNDP Supported in the Past 10 Years*** (forthcoming).

Preventing Electoral Conflict and Violence

- ***Elections and Conflict Prevention: A Guide to Analysis, Planning and Programming (2009)***. The guide identifies strategies that can prevent

election-related violence and is available in English, French and Arabic.

- ***Understanding Electoral Violence in Asia (2011)***. The report analyses electoral violence in Bangladesh, India, Indonesia, Nepal, Pakistan, the Philippines and Thailand and provides lessons learned for use in policy development, legislation and institutional change.
- ***Thematic Workshop on Elections, Violence and Conflict Prevention Summary Report (2011)***. This summary report of the EC-UNDP Thematic Workshop on Elections, Violence and Conflict Prevention analyzes the links between elections and violence and proposes preventive measures.
- ***Political Violence Against Women in Elections: A Framework for Analysis and Prevention*** (forthcoming). The publication is a global mapping and programming guide, which identifies the nature and scope of gender-based violence in elections and identifies lessons learned and programming recommendations on mitigating electoral violence risks for women as voters and candidates.

Elections and Information and Communications Technology

- ***Social Networks and Elections in the Arab World (2012)***. This study analyzes the impact social networks have on the electoral cycle and provides insights for the use of social networks in future electoral programming in the Arab States region.
- ***Thematic Workshop on ICT and Elections Management Summary Report and e-learning course (2012)***. This summary report of the EC-UNDP Thematic Workshop on ICT and Elections

Management analyzes the issues and challenges of introducing technology into various elements of electoral administration.

- **Study on Electronic Voter Registration** (forthcoming).

Promoting the Political Participation of Women, Indigenous Peoples and Youth

- **Women's Representation in Local Governments in the Asia Pacific - Status Report 2010** is the first status report on women's representation in local government ever written focused on the Asia and the Pacific region. It produced benchmark data on the number of women elected at the sub-national level and helped prompt the development of strategies to increase that number.
- **Empowering Women for Stronger Political Parties: A Good Practices Guide to Promote Women's Political Participation (2012)**. GPECS, together with the National Democratic Institute for International Affairs (NDI) published this 'first of its kind' guide. It provides strategies for political parties and those working with them to increase women's political involvement throughout the electoral cycle. The guide includes twenty case studies and is available in English, Arabic, French, Indonesian, Russian, Spanish and Urdu. in an abridged format. The Guide has been disseminated extensively and used in workshops convened in 16 countries.
- **Gender Equality in Elected Office in Asia-Pacific (2012)**. In the Asia and the Pacific region, where the percentage of women in public office lags behind the rest of the world, GPECS launched this publication, which examines a range of institutional reforms that can contribute towards gender equality in elected office. The report suggests a six-step action plan that countries can adapt to their specific political environments to develop National Action Plans that accelerate women's political empowerment. The launch of the publication resulted in the development of national action plans in Mongolia, Thailand and Vietnam that have been implemented through Parliamentary Steering Committees and relevant government ministries.
- **Video Documentary on the Political Participation of Indigenous Peoples in Latin America (2011)**: To overcome language barriers with indigenous peoples, GPECS, in cooperation with Mexico's Federal Electoral Institute (IFE) produced a video documentary highlighting the need for greater indigenous political participation and its challenges.
- **Study on the Political Participation of Indigenous Peoples in Latin America (2013) and documentary**: In 2013, GPECS published *Intercultural Citizenship: Political Participation of Indigenous Peoples in Latin America*, a regional study on the political and electoral participation of indigenous peoples, including six short documentaries from six countries (Bolivia, Ecuador, Guatemala, Mexico, Nicaragua and Peru). The study is particularly useful for EMBs and electoral stakeholders to understand the challenges faced in increasing the political participation of indigenous peoples.
- **Enhancing Youth Political Participation throughout the Electoral Cycle: A Good Practice Guide (2013)**. The guide identifies key entry points for the inclusion of young people in political and electoral processes and compiles 21 good practice examples for youth political empowerment around the globe. The guide will help EMBs and electoral stakeholders to develop mechanisms to enhance the participation of young people throughout electoral processes. This guide marks UNDP's first review of programming strategies for youth political participation beyond the ballot box and is available in English, Arabic, French, Russian and Spanish.
- **Women's Representation in Local Governments in the Asia Pacific - Status Report 2010** is the first status report on women's representation in local government ever written in the Asia and the Pacific region. The report produced benchmark data on the

number of women elected at the sub-national level and helped prompt the development of strategies to increase that number.

- ***Violence against Women in Election*** (forthcoming) is a global mapping and programming guide, which identifies the nature and scope of gender-based violence in elections and identifies lessons learned and programming recommendations on mitigating electoral violence risks for women as voters and candidates.
- ***Gender Mainstreaming in Electoral Assistance*** (forthcoming) compiles global good practices of gender mainstreaming in electoral assistance programming and empowerment of women voters and candidates.
- ***Gender Mainstreaming in Electoral Management Bodies*** (forthcoming) highlights good examples of EMBs incorporating gender mainstreaming into their work and provides programming suggestions.

Strengthening UNDP's Electoral Assistance

- ***UNDP Online Toolkit for Electoral Assistance (2011)***. To guide UNDP COs and other electoral practitioners in the formulation and implementation of electoral projects and to better understand the policies underpinning that assistance, GPECS designed an online toolkit for electoral assistance. The toolkit explains core concepts at each stage of electoral assistance, procedures to be followed and provides links to useful websites. The site is open to the public. The toolkit is continually updated, addressing new issues as they arise and providing new resources. GPECS global advisors in the Democratic Governance Group of the Bureau for Development Policy (DGG/BDP) regularly update the best practices and links, in keeping with the UNDP practice of sharing knowledge from around the world.
- ***Workshop on Effective Electoral Assistance - Participants' Guidebook (2011)***. This slimmed down 2011 guidebook on effective electoral assistance replaced the original 2007 version that was produced for electoral specialists, advisors and staff of the EC, UNDP and International IDEA attending the joint Trainings on Effective Electoral Assistance.
- ***EU and UNDP Working in Electoral Assistance: Formulating and Implementing Electoral Assistance Projects in the Context of the EC-UNDP Partnership (2013)*** and an e-learning course on the same topic. The publication is designed to assist the staff of UNDP COs and European Union Delegations on the formulation and implementation of electoral assistance projects and the administrative framework that governs that cooperation.
- ***The Longer Term Impact of UNDP Electoral Assistance: Lessons Learned (2013)*** looks at eight country cases (Bangladesh, Cambodia, Georgia, Indonesia, Liberia, Mexico, Mozambique, Occupied Palestinian Territories) where the United Nations, and in particular UNDP, has been involved in providing electoral support for almost a decade. The study identifies best practices that can be shared to inform future programming and policy formation. It aims to provide guidance for a coherent and harmonized approach to UNDP's longer-term electoral assistance, focusing on the principles of sustainability, cost-effectiveness, national ownership and human rights.
- ***Lessons Learned: Integrated Electoral Assistance in UN Mission Settings (2012)***. The study makes recommendations for improvements towards greater efficiency in the delivery of UN electoral assistance in integrated settings, including programming and implementation at the field-level, based on a detailed review of issues related to electoral integration in mission settings in Burundi, Côte d'Ivoire, Democratic Republic of the Congo, Iraq, Sudan and Timor Leste.
- ***Using Institutional and Context Analysis to Guide Electoral Assistance*** (forthcoming).

ANNEX II: GPECS CONFERENCES AND WORKSHOPS

Global Conferences

EC-UNDP Thematic Workshop on the Use of Information and Communication Technologies in Electoral Processes

Brussels, Belgium, November 2009

EC-UNDP Thematic Workshop on Elections, Violence and Conflict Prevention

Barcelona, Spain, March 2010

Global Practice Meeting on Electoral Cycle Support

Gaborone, Botswana, March 2011

5th Global Electoral Organization (GEO) Conference

Gaborone, Botswana, March 2011

EC-UNDP Thematic Workshop on Elections, Violence and Conflict Prevention

Barcelona, Spain, March 2011

EC-UNDP Thematic Workshop on Information Technology and Elections Management

Mombasa, Kenya, March 2012

EC-UNDP Thematic Workshop on Sustainability in Electoral Administration: Adequate Resourcing for Credible Elections

Maputo, Mozambique, March 2013

Africa

Elections and Media Workshop

Johannesburg, South Africa, 2010

Workshop on Electoral Budgeting and Procurement

Freetown, Sierra Leone, 2011

Workshop on Women and Elections

Dakar, Senegal June 2011

Workshop on Women and Elections

Naivasha, Kenya, November 2011

Workshop on Electoral Observation Methodology

Libreville, Gabon, July 2011

Tunis, Tunisia, October 2011

Conferences on Mitigating Electoral Violence

West and Southern Africa, 2011

Training Course on Electoral Procurement and Budgeting

Maputo, Mozambique, 2012

Workshops on Electoral Operations and Management

Pretoria, South Africa, 2012

Johannesburg, South Africa, 2012

Arab States

Community of Practice Meeting for the Arab States

Cairo, Egypt, May 2011

BRIDGE Workshop with League of Arab States

Cairo, Egypt, April 2012

BRIDGE Train the Facilitators Workshop

Cairo, Egypt, August 2012

BRIDGE Training on Voter Outreach

Tunis, Tunisia, 2012

Asia and the Pacific

Electoral Assistance in Asia Community of Practice Meeting

Manila, Philippines, September 2011

Elections and Conflict Prevention

Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines and Thailand, 2011

Power, Voice and Rights: Women's Political Leadership in Asia-Pacific

Dhaka, Bangladesh, 2011

Regional Workshop on Women's Political Participation

Ulan Bator, Mongolia, 2012

Gender Equality in Elected Office in Asia-Pacific

Mongolia, Thailand and Vietnam, 2012

Europe and the CIS

Europe and CIS Electoral Cycle Community of Practice Meeting

Bratislava, Slovakia, May 2011

Democratic Transformations

Bucharest, Romania, July 2011

Regional BRIDGE Implementation Workshop

Budapest, Hungary, October 2011

BRIDGE Workshops

Ashgabat, Turkmenistan, November 2011

Romania and Kyrgyzstan, 2012

Latin America and the Caribbean

GPECS Regional Meeting

Lima, Peru, February 2011

Workshop on Indigenous Peoples and Electoral Participation

Mexico City, Mexico, April 2011

Regional BRIDGE Workshop

La Paz, Bolivia, September 2011

Workshop on Elections and Media and Indigenous Peoples

Quito, Ecuador, October 2011

Challenges for an Intercultural Democracy

Quito, Ecuador, February 2012

Regional BRIDGE Workshop

Managua, Nicaragua, March 2012

Regional Seminar on Indigenous Identity

Quito, Ecuador, March 2012

Preparatory Meeting of the LAC Caucus for the 10th Session of the Permanent Forum on Indigenous Issues

Managua, Nicaragua, April 2012

Regional Meeting on Elections and Media and Indigenous Peoples

Santa Cruz, Bolivia, April 2012

Workshop on Communication Strategies and Political Impact

Quito, Ecuador, July 2012

Leadership, Political Impact and Communications Workshop for Women and Indigenous Political Leaders

Quito, Ecuador, November 2012

Regional School of Political Leadership for Indigenous Youth and Women

Quito, Ecuador, November 2012

BRIDGE Workshop on Gender and Elections,

La Paz, Bolivia, December 2012

LIST OF ACRONYMS

A-WEB	Association of World Electoral Bodies	ICMEA	Inter-Agency Coordination Mechanism for Electoral Assistance (UN)
ACEEEO	Association of European Electoral Officials	ICT	Information and Communications Technology
ALRAESA	Association of Law Reform Agencies in Eastern and Southern Africa	IFE	Federal Electoral Institute of Mexico
ASEAN	Association of Southeast Asian Nations	IHEC	Iraqi Independent Electoral Commission
AU	African Unions	JTF	EC-UNDP Joint Task Force on Electoral Assistance
AUC	African Union Commission	LAC	Latin America and the Caribbean
BDP	Bureau for Development Policy	LAS	League of Arab States
BRIDGE	Building Resources in Democracy, Governance and Elections	NAM	Needs Assessment Mission
CIS	Commonwealth of Independent States	NDI	National Democratic Institute for International Affairs
CO	Country Office	NEC	National Electoral Commission
CoP	Community of Practice	OIF	International Organization of la Francophonie
CSO	Civil Society Organization	QIF	Quick Intervention Fund
DGG	Democratic Governance Group	REC	Regional Economic Community
EAC	East African Community	SADC	Southern African Development Community
EAD	Electoral Advisory Council of SADC	TEPJF	Electoral Tribunal of Mexico
EAD/DPA	Electoral Assistance Division of the Department of Political Affairs (UN)	UN	United Nations
EC	European Commission	UNDP	United Nations Development Programme
ECF	Electoral Commissions Forum	UNFPA	UN Population Fund
ECOWAS	Economic Community of West African States	UNOWA	UN Office for West Africa
EMB	Electoral Management Body	USAID	United States Agency of International Development
EU	European Union		
GEO	Global Electoral Organization		
GPECS	Global Programme for Electoral Cycle Support		



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