

Check list of considerations for roles and relationships

- Involve the EMB in the needs assessment as well as the design, planning and implementation of the project. It is important to discuss with the EMB the scope of the technical assistance support, both direct support such as capacity-building initiatives for the institution per se and indirect support such as media or political party work.
- Understand what the capacity development needs are of the EMB at all levels. Skills are not necessarily imported from outside a country and inserted into an EMB through training programs. Sometimes the challenge the EMB faces is one of spreading more broadly the skills that already exist in the organization, especially to temporary staff taken on at election time.
- Ensure that the EMB has a sense of ownership for the project, that it agrees with the determination of the priorities to be addressed by the project, and that it has an unambiguous understanding of the roles of the various international actors and of the execution or implementation modality of the project. Ensure that the EMB has a representative on any Steering Committee created under the project.
- Donors to any project will understandably have their own goals in supporting the electoral process, just as national stakeholders will have their own goals in partnering with the international community. UNDP can be helpful in developing a project that meets the expectations of the EMB, donors and other key partners in a transparent, impartial and results-oriented manner.
- Due to considerable political and operational pressure, it becomes more difficult as election dates near to undertake capacity development work with an EMB in a way that promotes skill transfer and its sustainability. Where there is adequate time, incorporate on-the-job training components into all activities undertaken (for example, teaming each member of the EMB in a key function with an international advisor).
- Support job skills training — for example, in areas such as computer literacy courses, accounting and financial management, procurement of election materials and warehouse management, information management, monitoring and evaluation.
- Provide leadership and management training at the central and sub-national levels of the EMB and ensure that sufficient funds are guaranteed to maintain these activities between elections.
- Strengthen the in-house training capabilities of the EMB to enable further capacity development.

- Try to embrace capacity development of local institutions within every activity. Where a local institution is not motivated or lacks the capacity to deliver results, ensure that partnership with a local entity is built into the ToR of externally sourced service providers.
- Incorporate funding for an evaluation and lessons-learning exercise to be conducted post-election to assess both the technical administration of the electoral process by the EMB and the effectiveness of the electoral assistance provided. Such an evaluation could form a solid basis for future assistance.

Challenges in Roles and Relationships

- The EMB may lack credibility with electoral stakeholders and/or be politically biased.
- The EMB's independence, efficiency, effectiveness and ability to deliver credible elections may be jeopardized by the inadequacy of existing management structures and lack of funding (or of the timely availability of funding). .
- There may be internal resistance to electoral reform, new ideas and the introduction of new processes within the EMB.
- Morale may be low and staff retention difficult following national elections where heavy investments of staff time are made.