



Institutional Capacity and Experience

Creative is a women-owned professional services firm that has been operating for 40 years. Based in Washington, DC, Creative's work has taken it to over 85 countries in Asia, Africa, Latin America, Eastern Europe, and the Middle East. Recognized for our ability to work rapidly, flexibly, and effectively, Creative is a leading implementer of democratic development projects in complex settings, and specializes in working with underserved communities and populations.

Our Electoral Education and Integrity practice area brings extensive experience in electoral governance, education, integrity, and administration, as well as civic education, community mobilization, organizational development of Civil Society Organizations (CSOs), and public awareness-raising. We have provided services to a range of clients and donors including the US Department of State, United Nations Development Program (UNDP), the European Commission, and the governments of the United States, Switzerland, and Denmark. With a strong roster of employees and short-term technical experts well-versed in electoral administration, education, and security, Creative's electoral education and integrity methodologies address two imperatives for electoral and capacity-building assistance — the immediate need to prevent and mitigate violence in the electoral process and the prospective need to increase civic participation and the capacity of electoral institutions. Finally, Creative draws from its deep experience designing and conducting elections around the world to provide targeted and country-specific support to its government counterparts.

Training Current and Future Election Administrators

Creative has worked with a range of Ministries and Commissions to strengthen their capacity and their ability to fulfill their electoral mandates. At the same time, Creative maintains access to and draws upon Election Management Bodies (EMBs) and universities from around the world.

Middle East and North Africa Election Exchange Program: Creative's Senior Electoral Advisor, Jeff Fischer, and Senior Elections Associate, Tihana B. Blanc, implemented the MEPI-funded Election Exchange Program for 50 women from the Middle East and North Africa including two women candidates in municipal elections from the Kingdom of Saudi Arabia.

From 2008 - 2009, Blanc managed the project as then Associate Director of the Center for Democracy and Election Management at American University. The goal of the program was to provide the women with knowledge of the U.S. election process, best practices in election management, and political skills training to assist them in roles of political and electoral leadership in their own countries. In October, 44 participants arrived in Washington, D.C. for a program that coupled an intensive seminar in comparative election management, campaigns, and leadership development with site visits by the participants (divided into groups) to 10 U.S. cities where they interacted with local election officials and political campaigns.

Workshops for Independent Electoral Commission (IEC) of Jordan: In collaboration with the University of Jordan, Creative offered a series of workshops for the IEC on institutional establishment and operations in 2012. Participants included representatives of the Royal Court, members of parliament, political parties, media, and NGOs. Participants developed strategic and operational plans to administer the next parliamentary elections.

Institute for Democracy and Electoral Studies, University of Jordan: In partnership with the University of Jordan, Creative established a university-based research and training for Electoral Management Bodies (EMBs) throughout the region.

(<http://international.ju.edu.jo/programs/ides/Home.aspx>)

Electoral Education through the International Electoral Education Council (IEEC):

Through the IEEC (www.ieecouncil.org), Creative offers aspiring Middle Eastern and Central Asian electoral leaders training and experiential learning opportunities. Creative facilitates academics and electoral practitioners to study and support electoral and political processes. These efforts aim to 1) offer learning platforms for students interested in elections and political processes; and 2) academic consultation and assistance to EMBs. Of note, Creative offers its own courses on International Electoral Policy and Practice and Non-Governmental Elections. Creative draws upon global networks of EMBs, universities, and experts to provide a wide range of program activities including research, fellowships, academic courses, study tours, and observations missions.

Non-Governmental Elections (NGE) Administration Training: Creative has developed an electoral administration training course specifically aimed at organizers of non-governmental elections. The objective of the program is to assure that non-governmental elections are conducted to respect the same body of international standards and practices as are expected to be employed in governmental elections. An on-line version of the basic course is under development.

Improving Voter Education and Civic Participation

Creative has designed and implemented voter education and civic participation activities in more than 20 countries and developed a wide array of tools, methodologies and resources that allow us to tailor our activities to specific needs of the countries in which we work.

Egypt ELECT-WY and LEAD-WY: From 2011 – 2012, Creative implemented the Electoral Legitimacy in Egypt through Communication and Transparency – Women and Youth (ELECT-WY) project. ELECT-WY helped create an environment where Egyptian women and youth (18-35 years old) could effectively participate in the democratic process. Operating in four underserved governorates, ELECT-WY built the capacity of local NGOs in voter education, message development, surveys and focus groups, and issues surrounding electoral integrity and

security. A key component was social media and public awareness campaigns to inform women and youth of their rights and responsibilities as voters. Based on the wide use of social media in Egypt, Creative and its partners coupled new and traditional media to increase awareness and participation. These efforts included:

- Producing captivating voter education media spots that were shown 1,500 times on Egyptian television, YouTube, and Facebook.
- Developing a computer-based SMS Alert system for Creative staff and CEEN partners to send nearly 500,000 voter education text messages to beneficiaries.
- Providing beneficiaries with a voice through an Electoral Incidence Database.

ELECT-WY resulted in an 82% increase in voter awareness among women and youth in target governorates and an 85% increase in the ability of the target population to demonstrate accurate knowledge of electoral integrity definitions and actions. Due to its successful implementation of ELECT-WY, Creative was awarded a follow-on project, the Leadership, Engagement and Accountability for Democracy-Women and Youth (LEAD-WY) project. LEAD-WY is building on ELECT's work, expanding the geographic and thematic scope by operating in nine governorates and emphasizing women and youth leadership skills.

Libya VOICE: From 2012 – 2014, the Creative-implemented Voter Ownership and Increasing Civic Education (VOICE) program partnered with CSOs to support the Libyan people by fostering civic knowledge and engagement with their new government. VOICE provided capacity-building support and grants to CSOs to enable them to promote voter and civic engagement among the population. This included delivering trainings, workshops and seminars related to the Civic Education Modules (developed by Creative); using SMS technology to reach a large number of citizens; and, developing and delivering effective message campaigns. VOICE's CSO partners produced a series of public service announcements and short docudramas on civic education that were aired nationwide. By combining traditional media with the innovations offered by video media arts production and social media, VOICE partners taught the public about the importance of elections, the constitutional development process and civic participation.

Afghanistan CCI: Creative Community Cohesion Initiative (CCI) electoral activities in Afghanistan support peaceful elections and outcomes for the 2014 presidential and provincial elections process. The peaceful election advocacy voter education campaigns target all citizens with an emphasis on women, youth, and rural residents. The campaign is carried out via face-to-face meetings, provincial dialogues, focus groups and a nation-wide radio and television spots. The project is implemented by local partners and supported by local advisers working in five provinces of Afghanistan through a series of sub-grants supporting community-driven efforts to prevent and/or mitigate electoral conflict.

Reducing Election-Related Violence

Persistent political and electoral violence threaten and compromise institutions of governance. Creative has undertaken several initiatives to help identify and reduce instances of political and electoral violence.

Electoral Security Framework and Best Practices in Electoral Security: Creative developed two cutting-edge analytic tools to prevent, manage, and mediate electoral conflict and violence for the United States Agency for International Development (USAID). From 2009 – 2010,

Creative developed the *Electoral Security Framework – Technical Guidance Handbook for Democracy and Governance (DG) Officers* to identify the vulnerabilities for electoral violence to occur, establish a profile of the electoral conflict dynamics, and propose policies and programs to prevent, manage, or mediate electoral conflict. Building on this experience, Creative recently completed the *Best Practices in Electoral Security – A Guide for Democracy, Human Rights, and Governance Programming*. Stakeholders can use the Guide to cross-reference the country context in which they are programming and leverage best practices used in similar environments and electoral cycle phases around the world.

Global Electoral Security Assessments: Using the *Electoral Security Framework*, Creative has performed Electoral Security Assessments for USAID in Afghanistan, Bangladesh, Burundi, Colombia, Guatemala, Haiti, the Philippines, South Sudan, Zambia, and Zimbabwe. The deliverables from these assessments are country-specific Electoral Security Frameworks comprised of three sections:

- 1. Assessment** – Identifies the security, political, and socio-economic factors creating vulnerabilities for electoral violence to occur. It also analyzes the impact of the vulnerabilities in different phases of the electoral cycle.
- 2. Electoral Conflict Profile** – Identifies victims, perpetrators, motives, tactics, locations, and potential intensity of conflict in each phase of the electoral cycle. This profile allows policy makers and practitioners to disaggregate the conflict characteristics, permitting more precision and effectiveness in dealing with the threats.
- 3. Recommendations** – Puts forward a set of programs, interventions, and policy guidance intended to prevent, manage, or mediate electoral conflict. This set of recommendations was presented in an integrated matrix across stakeholders, activities, and phases of the electoral cycle.

Security Administration for Elections (SAFE) Workshops: Creative is currently undertaking a SAFE Workshop series. The first workshop engaged 30 participants from Burundi’s Commission *Nationale Electorale Indépendante*, the Burundi National Army, the Burundi National Police and the country’s judiciary came together from May 6 to 9, 2014 in the capital city of Bujumbura as part of a four-day workshop on Conflict-Sensitive Electoral Administration. The workshop was led by Creative’s staff in conjunction with SwissPeace, a Swiss non-governmental organization, with funding from FDFA. Participants were provided with the tools to analyze the potential for electoral conflict to occur; profile the electoral conflict dynamics; and gain techniques to prevent manage, and mediate this conflict. The next workshop is planned for July in Tunisia.

Strengthening Electoral Administration

Creative works with all key stakeholders to design and conduct inclusive, peaceful, and credible electoral processes during the pre-election, Election Day, and post-election phases of the electoral cycle.

South Sudan SUCCESS: Working with Democracy International, Creative is an implementing partner on the five-year Systems to Uphold the Credibility and Constitutionality of Elections in South Sudan (SUCCESS) program. Creative’s role is to provide technical assistance on all aspects of election administration to the National Election Commission (NEC) and other key electoral stakeholders as they establish the legal, regulatory, and policy frameworks in

preparation for peaceful, transparent, and free elections. Creative will also assist the NEC in developing a conflict mitigation plan that includes an electoral security framework and conflict monitoring methodologies.

Somaliland Election Administration Support: Since 2007, Creative has been working in Somaliland providing electoral administration technical assistance and logistical support. In 2007, Creative performed an assessment in Somaliland, Puntland and South-Central Somalia of the feasibility and potential benefits of implementing a national identity card system. Creative comprehensively reviewed and provided key guidance on the requirements of an institutional framework for establishing and managing a functional national identity card system, and assessed possible system usage and the technological environment, providing recommendations on technical options including required hardware, software and data management systems.

Since then, Creative's assistance in Somaliland has included: evaluating the quality and quantity of registration materials for voter registration in the 2010 elections, as well as the process used to scrub the voter registration database of duplicate and other fraudulent registrants, and to produce the Final Voter List; deploying a Logistics Officer to Hargeisa to develop a logistics plan for the voter registration process; developing a management and operational plan for deployment of Voter Registration Kits to all registration sites in Somaliland; managing warehouse operations before, during, and after the registration period; and, assessing the Ministry of Interior's (MOI) capacity to administer the post-election civil registry and personal identity cards programs. Based on the assessment's findings, Creative developed an implementation scenario outlining the process by which such capacity and effective civil registry administration could be established.

In August 2013, through invitations from the National Election Commission and MOI, Creative deployed its Senior Elections Advisor, Mr. Jeff Fischer, to conduct a civil and voter registration assessment in Hargeisa. During this assessment, Mr. Fischer identified three options for conducting voter and civil registration in advance of the 2015 elections, including the currently-implemented option to separate the civil and voter registration activities. Most recently, as a result of Mr. Fischer's August assessment, Creative deployed a three-person team to Hargeisa in November 2013 to conduct an options assessment for Somaliland's voter registration system.