



# **Electoral Training and Education: The Case of the Information and Electoral Education Unit, ONPE Peru**

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Case Study

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## 1. Beginnings: The National Office of Electoral Processes (1992–1995)

### Peru's 1993 Constitution and electoral system

On 31 October 1993 the Peruvian people voted to adopt a new constitution replacing that of 1979. The new constitution was drafted by the Democratic Constituent Congress (DCC) convened by President Alberto Fujimori following his dissolution of Congress in 1992 and during the ensuing constitutional crisis. The 1993 Constitution, which entered into force on 1 January 1994, included a dozen articles on the Peruvian electoral system (Peru 2009). Articles 176 and 177 describe its purpose and functions, and those of the principal electoral management bodies (EMBs). Today these are known as (a) the National Office of Electoral Processes (Oficina Nacional de Procesos Electorales, ONPE), in charge of organizing electoral processes and referendums; (b) the National Jury of Elections (Jurado Nacional de Elecciones, JNE), in charge of administering electoral justice; and (c) the National Registry of Identification and Civil Status (Registro Nacional de Identificación y Estado Civil, RENIEC), with responsibility for the civil registry and electoral roll.

Before the 1993 Constitution, all the core electoral functions were vested in one body, the National Jury of Elections (founded in 1931, not to be confused with the present-day JNE). By dispersing these functions among three authorities, the DCC believed that their independence and autonomy of decision-making would uphold the integrity of the electoral process and insulate them from political interference on the part of the government or others. The institutional design thus aimed at a better distribution of power and improvement of services for citizens and political organizations. Only with the creation of the ONPE did electoral training and education become a priority area (see Box 1).

### The ONPE's first years of operations (1995–2000); establishing the Information and Electoral Education Unit

A year and a half after the Constitution's entry into force, which created the ONPE, Law No. 26487 was published on 21 June 1995, which marked the foundation of the new election authority (Peru 1995). At this time the ONPE had a national headquarters staff of no more than 100 people and did not have any regional or district offices. The national headquarters' organizational structure was composed of two main units—the Electoral Management Unit (Gerencia de Gestión Electoral) and the Information and Electoral Education Unit (Gerencia de Información y Educación Electoral, IEEU).

#### Information and Electoral Education Unit

Between 1995 and 2000 the IEEU focused very heavily on informing the media about the progress of election arrangements, and media-based public outreach campaigns aimed to strengthen the institutional reputation and external image of the ONPE. In addition the IEEU worked on planning, designing, implementing and monitoring electoral education programmes. Peruvian law makes voting obligatory, giving the ONPE a clear mandate to inform and educate voters throughout the country about how to vote correctly and also about the importance of doing so. The ONPE therefore had to work more on electoral education compared with countries where voting is optional, but with an electoral education staff of only 10 people. That is why media engagement was so central.

Auxiliary functions of the IEEU during this time included the implementation of training programmes on polling, counting and tabulating votes—for permanent ONPE officials and staff and for temporary polling station staff shortly before election day. The IEEU also organized training programmes ahead of each election for political parties concerning characteristics of the electoral process and appropriate conduct for candidates and electoral agents. During this time, the IEEU's capacity limited its trainees to regional ONPE permanent staff and the temporary workforce, as well as political party representatives during election years. As stated, in practice much of the work instead related to media and public outreach.

#### Box 1. Collaboration among Peru's EMBs

Ahead of every election since 1997, the ONPE has worked closely with both the JNE and RENIEC on training and electoral education. The JNE's Civic Education National Unit (Dirección Nacional de Educación y Formación Cívica Ciudadana) has its own project on electoral information and training. Ahead of every election the Directorate hires coordinators who are tasked with planning and implementing citizen electoral training within the JNE's specific competence, such as providing information on the current electoral process and promoting ethical pacts between candidates. As a result, the work of the JNE has complemented the ONPE's strategic objectives and provided much-needed capacity. Civic and electoral education is a priority area during non-election years also.

The ONPE coordinates with RENIEC ahead of each electoral process on national identity documents, the only form of documentation authorized for identification purposes during polling. For example, RENIEC develops and implements public information campaigns on the need for citizens to update their national registration documents, and both organizations collaborate to inform citizens about the electoral register. During the electoral period, an electoral coordination committee is formed with representatives of all three EMBs, which monitors the main activities related to the electoral calendar, including training and

education. The heads of the three institutions appoint representatives of this committee, who must report decisions from its meetings on a weekly basis.

The May 2000 general election was a controversial electoral process, as Fujimori was seeking a third term as president. Exit polls had predicted a victory for Alejandro Toledo, leader of the political opposition, but Fujimori was declared the winner after the first round with 49.86 per cent of the vote (Alor 2001). Public mistrust and discontent, which were already motivating opposition parties and citizen movements, now turned also against the EMBs, including the ONPE. Formal complaints arose regarding vote counting and other forms of electoral fraud.

In November 2000 Fujimori was expelled from office by Congress and new elections were called. Paniagua Corazao was appointed interim President of the country. One of his main priorities was to ensure that the July 2001 general elections were delivered with integrity. Paniagua initiated electoral reforms, which included the appointment of new officials to the EMBs, eliminating the immediate re-election to the Office of President, electing 120 congress members across multiple constituencies, redividing the country into 25 electoral districts and raising the women's quota for congressional candidate lists from 25 to 30 per cent. A new head of the ONPE, Fernando Tuesta Soldevilla, was appointed in December 2000. As with other Peruvian EMBs the ONPE was faced with rebuilding public trust in the electoral system's integrity at the same time as it was preparing a general election within a time frame of just 90 days.

### **The ONPE's first years of operations—findings and lessons**

The fact that voting is obligatory in Peru gave the ONPE a strong mandate to invest in voter and civic education and to work closely with the JNE and RENIEC. The purpose of such education was to improve electoral training processes. A route was opened for the development of a more comprehensive training programme.

1. Interagency collaboration and coordination between the ONPE, the JNE and RENIEC (electoral system), and with the support of civil society organizations, was an important factor in strengthening voter and civic education as a whole. This collaboration and coordination also mitigated duplication.
2. Although the IEEU's original focus on media and public outreach did not accommodate the ONPE's or other stakeholders' training needs at the time, by adopting educational methodologies the IEEU was able to start designing a training programme for electoral actors focused on electors and front-line polling officials.
3. The functions of each electoral body were strengthened over time; they maintained their independence and coordinated with one another.

## **2. Development and expansion (2000–2019)**

### **Democratic backsliding and recovery**

It was clear to the ONPE's new leadership that voter information and operational training were two areas that needed to be strengthened in order to deliver an election that would be accepted by all. Despite compulsory voting, the legitimacy conferred by a high voter turnout would not be obtainable if citizens' education activities addressed only mainstream voters living in urban areas and failed to engage with minorities in the Andes and Amazonia, in their own languages (Aymara, Asháninka, Quechua and others). Through the IEEU, the ONPE started by delivering voter information through TV and radio in five different languages rather than just in Spanish. Voter information was then provided through the

establishment of an IEEU-administered call centre before election day that was able to handle 12,000 free calls. The geography of the country, especially less accessible areas such as highlands and forests, needed to be considered when planning face-to-face training or educational activities. More than 100 electoral information stands were set up throughout Peru in both urban and rural areas. On the training side, more than half a million polling station members—who are designated through a random selection—were trained in less than three months. In the end the July 2001 election, which Toledo won, was regarded as free and fair. The ONPE was also in a position to recover from mistakes committed during the 2000 elections, and to regain public trust.

### Internal reorganization

In 2000–2001 the ONPE's new administration also implemented important internal reforms based on a key review, the 'Regulation on the Organization and Functions of the ONPE' (Reglamento de Organización y Funciones<sup>1</sup>), which included a reorganization of the ONPE's structure. In September 2001 the ONPE established a new ad hoc unit called the Electoral Training Unit, which included the citizen training subunit and the electoral training subunit. Significantly, functions related to media and communications were completely detached, producing a unit dedicated exclusively to electoral and civic education.

In 2009–2010 further internal reorganization and a merger with the electoral information and investigation subunit produced the basis for the Information and Electoral Education Unit in its current form (and with its current name). For the first time the ONPE was in a position to conduct evidence-based research. In March 2014 the IEEU became a dependent unit of the General Management Unit, which is responsible for the implementation of information and electoral education activities (curricula, delivery, evaluation), the development of research studies on electoral matters (contributing to academic reflection and public debate on the conditions for the exercise of democratic political rights in the country, including through the IEEU's magazine publications) and support and technical assistance for institutions that request it (political organizations, public and private sectors, and civil society). The IEEU's training recipients now include staff of the Decentralized Offices of Electoral Processes, national police and armed forces, and a wide range of other electoral actors.

The current components of the IEEU are as follows (see Annex A; ONPE 2014):

1. The Information and Electoral Research subunit. Six to eight full-time staff. Responsible for the analysis and assessment of raw data generated during electoral periods as well as general research on electoral systems (topics including sanctions, fines and electoral absenteeism; the quality of democracy in Peru; electoral reform).
2. The Technical Assistance subunit. Ten full-time staff. Responsible for institutional strengthening processes; technical assistance provided to electoral committees and others makes clear that the process is based on electoral laws and norms, an electoral schedule and principles of publicity, legality, transparency, equality and plurality.
3. The Electoral Training subunit. Twelve full-time staff and a roster of 150 master trainers and typically over 2,000 trainers during electoral periods (at least one for each of the 1,800 electoral districts), reaching a temporary workforce of 50,000. Responsible for operational training and training aimed at priority social groups such as women from grassroots social organizations, youth, university students and teachers.

### 3. Election planning and training programmes for ONPE staff and electoral actors

The operational tasks and activities included in electoral training plans are aligned as per Figure 1 (ONPE 2019a; see also Table 1 on the distinction between education and training processes).

Figure 1. ONPE electoral training strategy



Source: (ONPE 2019b).

The ONPE's training plan includes the identification of electoral actors' learning needs—for example, each polling station member receives between three and four hours of training on standard operating procedures, but this is recommended rather than mandatory. Each training workshop is run by a certified ONPE trainer, who makes use of training materials developed by the IEEU. The ONPE uses a cascade training model, meaning that the IEEU trains master-level trainers, who in turn train regional trainers, who in turn train district trainers. The Electoral Training subunit proposes content for the ONPE staff's instructional and learning materials specific to the various occupational groups. The training materials are aimed at strengthening these groups' electoral knowledge and skills, and the understanding of specific tasks corresponding to each occupational group, in a participatory learning environment.

After each election the ONPE completes a post-election review that focuses on challenges, opportunities and lessons learned. For example, correct completion of tally sheets (by polling staff) was identified as a priority based on the high percentage of invalid, or 'observed', tally sheets during the 2011 and 2016 congressional elections (25 per cent and 19 per cent, respectively). An observed tally sheet is one that cannot be counted in the electoral computer system (because it is incomplete, blank, illegible or contains a material error, etc.) and so must be inspected and resolved by the JNE.

#### Wider electoral workforce

The training of political party agents covers, among other things, procedures on polling day, what the law allows and prohibits (campaign finance, codes of conduct, penalties for breaches) and accreditation and guarantees according to the Electoral Law. Members of the armed forces and national police of Peru who are designated as polling station guards are



trained on the specific security provisions for electoral processes and the prohibitions applicable to citizens and other electoral actors, including security personnel themselves.

### Electoral and civic education

The training strategies assumed by the ONPE team for electoral actors are diverse and depend on the space, time and type of election ballot used. During general presidential elections, there are three types of ballots. For regional and municipal elections, there are nearly two thousand electoral territories, and the types of ballot are not standardized across them. Members of the Electoral Training subunit must accordingly gather information on the geographical, political, social and electoral context of an intervention area before conducting activities, and they have to identify public, private or civil society organizations that may be able to contribute positively to the process. Once this background and context is better understood, training is carried out in a personalized way by visiting the homes of the polling station members or by arranging group training in an institutional setting. Each training session is different and has diverse characteristics and considerations to be taken into account. Training for polling station members also has core learning outcomes covering:

- how to install a conventional or electronic station;
- how to attend to citizens who arrive to vote on polling day; and
- how to scrutinize ballots, whether manually or with the use of computer equipment.

In the case of voters, electoral education aims to incentivize and motivate citizens to participate in the electoral process in an informed way—aware of their political options and of how to fill out a ballot correctly. Learning about the electoral process involves opportunities for participants to practise, consult and air doubts or misgivings. In delivering electoral and civic education, the IEEU works closely with the Ministry of Education and with several NGOs. It is not enough to train citizens and ONPE staff to vote every four or five years; values, dispositions and dialogue strategies are needed in order to serve the vast range of citizens who want to strengthen their democratic knowledge and practice. Electoral and civic education activities are oriented to the following priority social groups: (a) grassroots women's or other social organizations; (b) political party members/affiliates; (c) higher education students; (d) regular basic education students; (e) participating voters (national and subnational elections); (f) electoral education mediators; (g) students at national police schools; and (h) residents of settlements that request polling stations.

The ONPE has provided electoral and civic education since 2009 with the aim of promoting a political and electoral culture among these eight priority audiences. During 2018 more than 27,000 people participated in the ONPE's eight educational workstreams, each of which used tailored strategies. This was over twice as many participants as in 2017 (just under 12,000). Learning materials are made available in the most used official languages of Peru and replicated in audio. This benefits the more than 80 per cent of citizens who listen to radio on a daily basis, as well as those with visual impairments.

### Educational methodology and strategies

The following strategies are used flexibly according to groups' needs at any particular stage:

1. *Awareness-raising strategy.* Actions carried out to generate citizenship awareness and disseminate mass messages nationwide, usually through educational talks of between 30 minutes and two hours.

2. *Reinforcement strategy.* Two to three sessions, each lasting two to three hours and carried out either in person, online or by blended learning.
3. *Training strategy.* A minimum of five educational sessions, each of two to three hours (and presented in various ways, as above).
4. *Empowerment strategies.* An educational session conducted by those who have participated in the training strategy.

### Professional development

Each year the ONPE's Human Resources Unit requests a training needs analysis from the IEEU and from other units. Each unit sends a list of courses that they would like to take throughout the year. For example, staff may request specialized courses offered by a university or the JNE's Electoral and Governance School (Escuela Electoral y de Gobernabilidad; see [www.eseg.edu.pe](http://www.eseg.edu.pe)) or a BRIDGE (Building Resources in Democracy, Governance and Elections) course on a particular topic. Then the Human Resources Unit prioritizes the requests, and a list of courses for the staff is drawn up and scheduled as part of an internal training plan. The ONPE's budget allocation for professional development (not exclusive to IEEU) is approximately USD 73,000 per year.

### Budgeting and financing

The IEEU's budget structure and size have been maintained over time, with some adjustments and minimal additions. The funding for electoral and operating activities comes from the ONPE's core budget. Funding from international partnerships—with the International Institute for Democracy and Electoral Assistance (International IDEA), the Asociación Civil Transparencia, the European Union and others—is solely for complementary activities such as seminars, forums or other special events, and certain consultancies. The IEEU budget from four electoral processes in 2018–2020 is shown in Table 1.

Table 1. OPNE/IEEU budgets in 2018–2020

Electoral process	Type of process	Budget assigned to the ONPE (USD)	Budget assigned to the IEEU (USD)
2018 regional and municipal elections	National	113,711,339.77	937,357.77
2018 second-round regional elections and referendum	National and Peruvians abroad	252,195,175.25	681,760.79
2019 complementary municipal elections	National focus	2,215,617.61	125,777.39
2020 extraordinary congressional elections	National and Peruvians abroad	103,000,000.00	855,463.40

Source: ONPE's Quality Management System, January 2020.

Since 2012 the ONPE has been applying international standards to ensure the quality of its business processes. The implementation of ISO (International Organization for Standardization) norms contributes to the continual improvement of procedures and decision-making, and the creation of value through the products and services provided. Since the ONPE is a public entity, it is subject to periodic management and personnel changes.

Processes subject to ISO standardization assist with the induction of new managers and, more generally, with the promotion of a culture of ‘doing things well’ that is oriented to the quality of processes. Possessing ISO certifications relating to elections also facilitates integration with complementary standards on quality management, such as information security (ISO 27001), occupational health and safety (ISO 45001) and anti-bribery (ISO 37001).

The ISO 9001 standard ensures quality management in activities with a view to achieving citizen satisfaction; ISO 27001 concerns the confidentiality, integrity and availability of information that flows in institutional processes; and ISO 54001, known as the ‘electoral ISO’, is promoted by the Organization of American States for those organizations that, like the ONPE, carry out electoral processes. (ISO 54001 has also been adopted by the national EMBs of the Dominican Republic and Ecuador, and the EMB of Mexico City.) With this standard, the ONPE has certified the following five processes:

- electoral logistics;
- voting;
- vote counting;
- electoral education; and
- control of election campaign financing.

The ISO 54001 defines ‘electoral education’ more narrowly (than does the ONPE) as promoting voter awareness. For relevant purposes it can accommodate the training of electoral actors (as a human resources function) and communications in support of such training, including production of training materials. In fact, the adoption of ISO standards has sharpened the ONPE’s distinction between education and training (see Table 1).

The benefits of ISO standards for improving electoral training and education specifically are summarized in Table 2.

Table 2. Improvements achieved through ISO standardization

Before application of ISO standards	After application of ISO standards
Interactions between electoral training and education and between them and other ONPE processes aimed at citizens and other end users were not fully taken into account	A differentiation has been made between the following: <b>Electoral training</b> , which provides guidelines so that electoral actors can carry out their work during elections. <b>Electoral education</b> , which promotes public awareness of issues related to democracy.
The needs and expectations of those actors who participated directly and indirectly in the processes were not necessarily managed in detail	Through the segmentation of target audiences, the ONPE was able to determine that for each process there are different actors with different needs and expectations to be met: <b>For electoral training</b> (in addition to the categories of actors already mentioned), the staff of the JNE, ombudsmen, international observers and the media, among others. <b>For electoral education</b> , different categories of students (as mentioned), persons with disabilities, mothers' clubs, women entrepreneurs, IEEU staff who monitor education activities and facilitators, among others. Based on this information, mobile apps were developed for polling stations and for voters in general about the voting process. Electronic voting simulators were generated for PCs, tablets and mobile phones aimed at people who use such devices to vote. For children of school age, an application called <i>Divertivoto</i> was developed, which provides a playful introduction to concepts of democracy and voting, with a view to encouraging the Students' Board to participate in elections (governed by the regulations of the Ministry of Education of Peru).
Low replicability: inconsistent collection and application of lessons learned	High replicability: lessons learned are taken into consideration, providing feedback on, for example, work procedures and instructional materials.
Processes were executed nationally based on the experience of the trainers	Processes are developed based on standard work procedures and instructions to be used nationally. In this way the ONPE ensures that the experience of the trainers is cross-validated and consistent with regulations in its application. The application of ISO standards gives the ONPE the opportunity to manage the knowledge generated during election-related activities and reconcile it with previous professional experience.
Insufficient risk prevention and management	All relevant processes are viewed under a risk prevention and management approach. Thus the ONPE visualizes the possible factors or situations that may alter the provision of electoral training or education. These risks are assigned a value, and those with a higher value and impact are addressed through actions that are integrated into the usual operations of the process.

### Audit

ISO certification is carried out every three years by means of monitoring audits. External audits under ISO 54001 are performed by the only certified company accredited by the International Electoral Accreditation Body, which is authorized by the Organization of American States.

The ONPE's Quality Control Unit manages the scheduling and hiring of the external audit service every year. Process managers, including training personnel, are notified, and they also perform internal audits as preparatory drills before the external audit.

## 4. Training and the 2020 extraordinary congressional elections

Extraordinary congressional elections were held on 26 January 2020, a result of the application—for the first time—of article 134 of the 1993 Constitution, which states that the President is empowered to dissolve the Congress if he or she has censured or denied his or her trust to two Councils of Ministers. The elections were held within four months of the dissolution of Congress. A total of 24,812,087 Peruvians (74 per cent of the electorate)

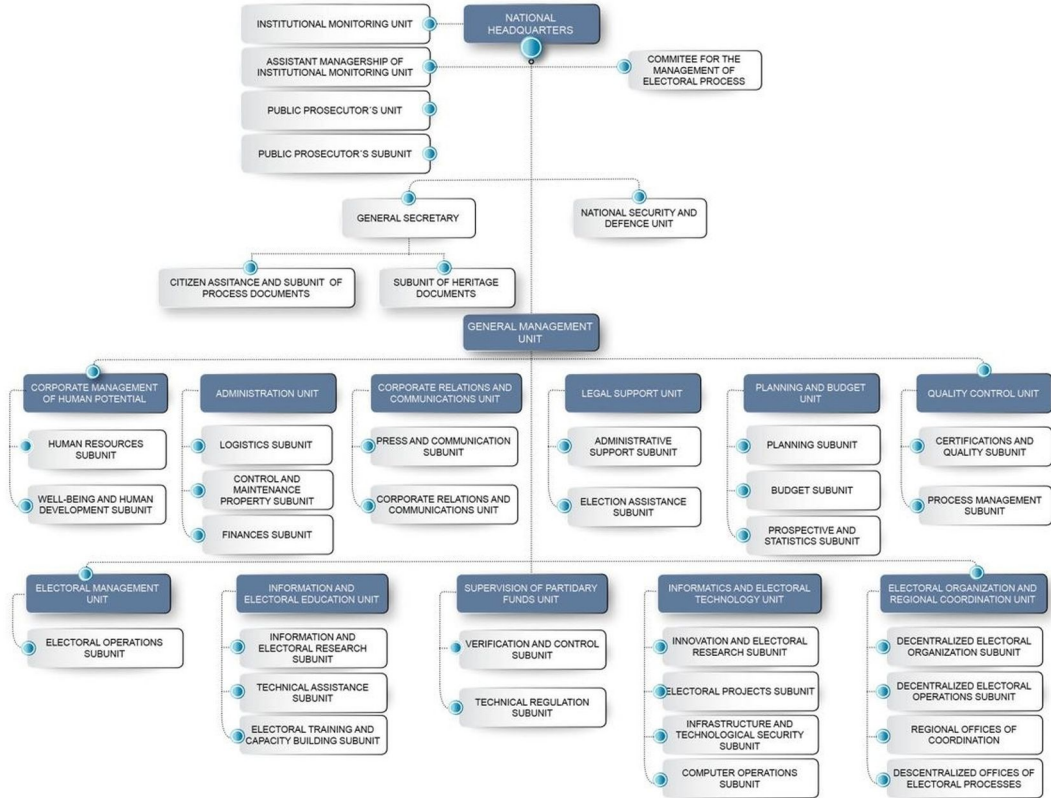
participated in electing 130 congressmen and congresswomen through an open-list proportional representation electoral system.

For this electoral process, given the time constraints, the ONPE deployed various training methods. The IEEU developed training materials for both staff and external target audiences in digital media (videos, radio programmes and a mobile application for polling station members). In addition to intensive training for the more than half a million (randomly selected) polling station members, much emphasis was placed on a campaign informing voters how to vote to avoid invalidating their ballots through accidental errors. The Information and Electoral Research subunit also fostered public conversations about the elections by participating in round tables in the cities of Arequipa and Ayacucho, and through the publication of its regular magazine.

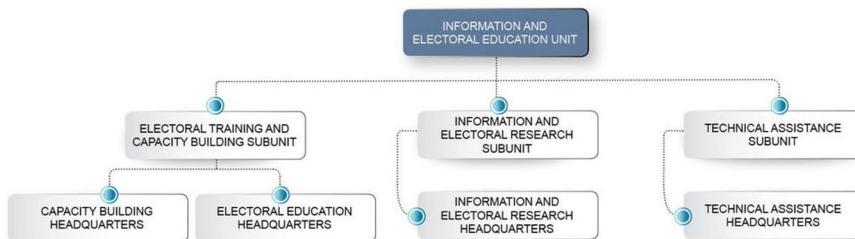
### IEEU development and expansion—findings and lessons

1. A dedicated training and education strategy and corresponding plan for both ONPE staff and other electoral actors proved effective for the implementation of activities, as well as gaining buy-in from institutional and other partners.
2. It is important to empower all occupational groups so that they feel supported and valued by the ONPE and so that their roles are clear. In order to achieve this, specialized training processes are needed for each group, as are respect for diversity and consensus-building. The entire founding team has remained intact and has expanded its skills pool with the addition of new multidisciplinary staff, including in the key areas of curriculum development, delivery and evaluation; soft skills; and conflict resolution.
3. In a multicultural country such as Peru, it is necessary to incorporate an intercultural approach. Standardization, simplification and refinement of educational messages are best guided by evaluations and validations carried out alongside the end users (citizens). The continuous evaluation of and feedback from the trainers who have worked in the field as well as of the electors and board members have served to improve the quality and consistency of processes and outputs.
4. The quality of training processes has also been greatly improved by the implementation of ISO norms. These require work teams to give their best and achieve excellence.

## Annex A. ONPE organizational chart



## Annex B. IEEU organizational chart



## Annex C. Selected training materials

### For voters

- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2018/referendum2018/docs/capacitate/elector/cartilla-voto-convencional.pdf>>
- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2018/referendum2018/docs/cartilla-referendum.pdf>>
- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2018/ERM2018/landing/docs/materiales-capacitacion-electoral/elector/VC-como-votar.pdf>>
- <<https://www.onpe.gob.pe/modElecciones/elecciones/eg2016/docs/material-capacitacion/Afiche-PASOS-EG2016.pdf>>
- <<https://www.onpe.gob.pe/modElecciones/elecciones/eg2016/docs/material-capacitacion/Afiche-Comovotar-EG2016-2.pdf>>

### Educational cartoon guides for voters

- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2018/ERM2018/landing/docs/materiales-capacitacion-electoral/elector/educacion-electoral-historieta.pdf>>
- <<https://www.onpe.gob.pe/modElecciones/elecciones/eg2016/docs/material-capacitacion/historieta-EEGG2016.pdf>>

### For polling station staff

- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2018/ERM2018/landing/docs/materiales-capacitacion-electoral/miembro/VEP-cartilla-instrucciones-miembros.pdf>>
- <<https://www.onpe.gob.pe/modElecciones/elecciones/eg2016/docs/material-capacitacion/CartM-M-Lima-Metropol-2016.pdf>>

### For political party representatives

- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2018/ERM2018/landing/docs/materiales-capacitacion-electoral/adicional/SEA-cartilla-instrucciones-personero.pdf>>

### 2020 extraordinary congressional elections

#### How to vote?

- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2020/ECE2020/docs/capacitate/elector-como-votar-VC.pdf>>

### For voters

- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2020/ECE2020/docs/capacitate/elector-cartilla-VC.pdf>>

### For polling station staff

- <<https://www.onpe.gob.pe/modElecciones/elecciones/elecciones2020/ECE2020/docs/capacitate/miembros-mesa-VC.pdf>>

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### Further reading

Detailed discussion of the structure and nature of US electoral administration can be found in:

Hasen, R. L., *Election Meltdown: Dirty Tricks, Distrust, and the Threat to American Democracy* (Yale University Press, 2020)

—, *The Voting Wars: From Florida 2000 to the Next Election Meltdown* (Grand Rapids, MI: Yale University Press, 2012)



James, T. S., *Elite Statecraft and Election Administration: Bending the Rules of the Game* (Basingstoke: Palgrave Macmillan, 2012)

For historical trends in electoral administration, see:

Foley, E., *Ballot Battles: The History of Disputed Elections in the United States* (Oxford: Oxford University Press, 2016)

Kousser, J. M., *The Shaping of Southern Politics: Suffrage Restrictions and the Establishment of the One-Party South, 1880-1910* (New Haven: Yale University Press, 1974)

## About the author

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## About International IDEA

The International Institute for Democracy and Electoral Assistance (International IDEA) is an intergovernmental organization with the mission to advance democracy worldwide, as a universal human aspiration and enabler of sustainable development. We do this by supporting the building, strengthening and safeguarding of democratic political institutions and processes at all levels. Our vision is a world in which democratic processes, actors and institutions are inclusive and accountable and deliver sustainable development to all.

### What do we do?

In our work we focus on three main impact areas: electoral processes; constitution-building processes; and political participation and representation. The themes of gender and inclusion, conflict sensitivity and sustainable development are mainstreamed across all our areas of work.

International IDEA provides analyses of global and regional democratic trends; produces comparative knowledge on democratic practices; offers technical assistance and capacity-building on reform to actors engaged in democratic processes; and convenes dialogue on issues relevant to the public debate on democracy and democracy building.

### Where do we work?

Our headquarters are located in Stockholm, and we have regional and country offices in Africa, Asia and the Pacific, Europe, and Latin America and the Caribbean. International IDEA is a Permanent Observer to the United Nations and is accredited to European Union institutions.

<<https://www.idea.int/>>

## About the National Office of Electoral Processes (ONPE), Peru

The ONPE (Oficina Nacional de Procesos Electorales) is the Peruvian government agency that conducts electoral processes, such as referendums and national, regional and municipal elections, and revokes authority. The ONPE is an independent public body within the Peruvian electoral system. Its mission is to plan, organize and execute electoral processes in a fair, unbiased and efficient way. As its primary objective, the ONPE must ensure an accurate reading of the free expression of the popular will in electoral processes and consultations. It upholds citizens' right and responsibility to vote. The ONPE carried out an important role in Peru's democratization both before and after 2001 by contributing to the political stability of the country and implementation of complicated elections. The first electoral process organized by the ONPE (of 80 to date, as of April 2021) was the municipal elections of 1995.

The ONPE promotes democratic political culture through electoral and civic education and by working to promote respect for women's political rights, in compliance with national laws and international gender-equality policies. An important workstream in support of this is to promote civic participation (with an emphasis on students and young people).

The ONPE's institutional values are transparency (all actions are published on the ONPE's website in accordance with the law), commitment (to strengthening democracy), honesty (upholding respect for citizens' will expressed in the polls, and for other democratic norms), excellence, service (generating value for the public in each of our services) and integrity (decisions are governed by objectivity and impartiality). The ONPE is at the service of citizens and works to safeguard democracy.

<<https://www.onpe.gob.pe/>>

### Endnotes

1. Reglamento de Organización y Funciones approved with Headquarters resolution N° 482-2001/J/ONPE (10 September 2001).