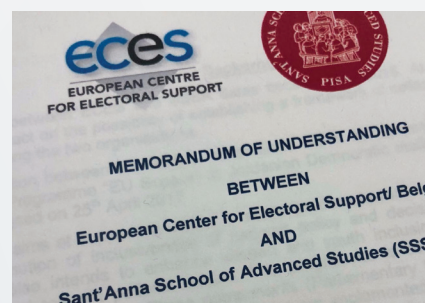


# **PARTNERSHIP BETWEEN ECES AND THE SANT'ANNA SCHOOL OF ADVANCED STUDIES ON THE MASTER IN ELECTORAL POLICY AND ADMINISTRATION**



# INTRODUCTION

In January 2018, the European Centre for Electoral Support (ECES) and Sant'Anna School of Advanced Studies (SSSA) signed a Memorandum of Understanding (MoU) to establish a framework of collaboration. The contacts between ECES and SSSA date back to May 2016. At that time, the Parties explored the possibility of collaborating and developing synergies between activities that would be imbued with both academic and practical experiences. The collaboration between the Parties materialised within the context of the European Union (EU) funded Programme '**EU Support to Jordanian Democratic Institutions and Development, EU-JDID**'. The programme, signed on 25th April 2017, entails several components whereby ECES is the consortium leader.



In the context of this Programme, and due to the shared interest to further consolidate the partnership that has emerged during the EU-JDID Programme, ECES and SSSA wanted to explore further collaboration when it comes to content and knowledge production a priori. The partners identified areas of common ground that would guide the collaboration's next stages, essentially focused on promoting accessible, innovative and customised electoral knowledge and capacity-enhancing activities. As a result, ECES and SSSA consolidated this collaboration and started promoting the activities of the Master in Electoral Policy and Administration (MEPA), its accessibility (translation) and its customisation in line with identified needs.

In particular, the partnership agreement between ECES and SSSA aims to:

- Develop and conduct customised, accessible and innovative capacity building programmes for current and aspiring election administrators and practitioners;
- Collaborate to give possibilities to interested electoral stakeholders in different countries to attend the online Master in Electoral Policy and Administration (MEPA) including translation and customisation;
- Design innovative tools to disseminate and implement capacitation schemes and to further expand electoral knowledge;
- Promote peer exchange and global democracy networking.



After the signature of the partnership agreement between ECES, SSSA and IEC Jordan on the terrace of the Sant'Anna School of Advanced Studies in Pisa



The partnership agreement was signed at SSSA premises in Pisa by ECES President, Monica Frassoni and Pier Domenico Pearata, SSSA Rector. As a first tangible step to promote shared objectives and further upgrade and promote MEPA's curriculum, **ECES and SSSA have signed on the same day an agreement with the Independent Election Commission (IEC) of Jordan represented by its Chairman Dr. Khalid Al-Kalaldeh, for selected Jordanian senior electoral administrators to enrol in the Master course and take part in other collaborative activities.**

## SSSA PROFILE



The Sant'Anna School is a public, (special-statute) University that works in the field of applied sciences and offers PhD programmes, Master degrees, professional courses and continuing education programmes. SSSA focuses on scientific and research activities in the field of social sciences on human rights, electoral studies, management of complex emergencies, and development of civil society and governance. **In 1995, the School established the International Training Programme for Conflict Management (ITPCM), a training institute, whose main aim is to respond to the training needs of personnel involved in international field operations.** Since then, it has organized over 200 training events attended by more than

5,000 trainees. 44 courses (some of them run yearly) are on Election Policy and Administration and have been held in several different parts of the world. ITPCM has established itself as a leading institution in the sector, successfully offering its services to numerous national and international organisations (inter alia WFP, WHO, UNDESA, UNDPKO, UNITAR, UN SSC, EU Civil Protection, OSCE, African Union, the Italian Department for Civil Protection, the Italian Army, the Italian Ministry of Foreign Affairs, the US State Department). Ever since 1998 the School has developed an extensive experience in Electoral Policy, Practice, Assistance and Studies. Main activities carried out in this field range from Electoral Trainings to Election Missions Support and Mentoring, at international, regional and country level. SSSA is part of the European University Association as an 'individual full member'.

In 2018, SSSA was highlighted on the world university rankings as seen below:

**in the spotlight**




**Times Higher Education World University Rankings 2018**

- 1<sup>th</sup> place on a national level out of 39 institutions
- 155<sup>th</sup> place out of 1,102 international institutions
- 9<sup>th</sup> place in the top 200 best young universities in the world (2017)

**QS World University Rankings 2018**

- 3<sup>rd</sup> place on a national level out of 30 institutions
- 192<sup>nd</sup> place out of 916 international institutions
- 11<sup>th</sup> place in the top 50 best young universities

[www.santannapisa.it/en](http://www.santannapisa.it/en)



# ECES PROFILE

ECES is a not for profit private foundation headquartered in Brussels with a global remit. ECES promotes sustainable democratic development through the provision of advisory services, operational support and management of electoral assistance projects in line with European values and EU policies. **Since 2010 ECES have implemented 70 projects in support to democracy and electoral processes in 35 countries mainly funded by the EU and its Member States becoming one of the most important implementer of EU funded electoral assistance activities.** ECES is a member of the European Partnership for Democracy (EPD) and is part of its Board of Directors. EPD is the most important network of European civil and political society organisations working on democracy assistance. Capacity enhancement is one of ECES's main fields of expertise. ECES believes that dissemination of knowledge and sharing of lessons learned and best practices among electoral practitioners can further enhance the long-term impact of electoral support activities. In this context, ECES implements capacity building programmes at country, regional, and global levels through facilitating peer reviews, exchange of experiences, south-south collaborations and leadership development.



The Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD) is ECES' flagship training. **The LEAD curriculum integrates both the concepts of leadership and conflict management, providing a solid foundation for capacity-building among the different stakeholders engaged in the electoral process.** Since its initial conception and in the last six years, ECES implemented LEAD trainings within the context of its projects training more than 5000 electoral stakeholders in 30 different countries, mainly in Africa and Middle East. ECES established an important number of Trainers of Trainers as well thus building up its capacity to deliver in multiple countries at the same time in cascade training fashion and in different languages, namely English, French, Spanish, Portuguese and Arabic. For this LEAD training package ECES was granted copyright in 2016 by the relevant office in Belgium.

**With regards to capacity building, ECES supports electoral management bodies worldwide to promote quality management systems via the ISO 9001 electoral standards.** In this context, ECES collaborates with the Organization of American States and International Electoral Accreditation Body (IEAB), whose mission is to promote transparency and quality in elections by supporting the certification of election management bodies against international electoral standards. The collaboration among the three organisation aims to spread the knowledge and comprehension of ISO/TS 17582:2014 and the IEAB Assessment Methodology. The majority of ECES' Senior Staff have been trained by IEAB, thus enabling ECES to support and accompany electoral management bodies in their certification process.

Given its consolidated practical experience, ECES, in collaboration with the EPD network, consolidated the lessons learned from supporting electoral and democratisation processes, in the innovative strategy called 'A European response to electoral cycle support' (EURECS)'.

In 2016, ECES has been granted the copyright of EURECS strategy by the relevant Belgian authorities. **The main aim of the EURECS is to offer the EU, its Member States, other European donors and beneficiary countries an innovative delivery mechanism for electoral and democracy assistance to implement projects and programmes that are consistent with European values and EU policies.** Secondly, it is built to help prevent, mitigate and manage electoral related conflicts, in line with international standards, commitments and obligations. Lastly, based on the idea that elections are long-term processes, EURECS is designed to include a wide range of actors from election management bodies, civil society, political parties, local authorities, parliament, security forces and media to ensure a truly comprehensive and more sustainable approach.

[www.eces.eu](http://www.eces.eu)



# ONLINE MASTER IN ELECTORAL POLICY & ADMINISTRATION



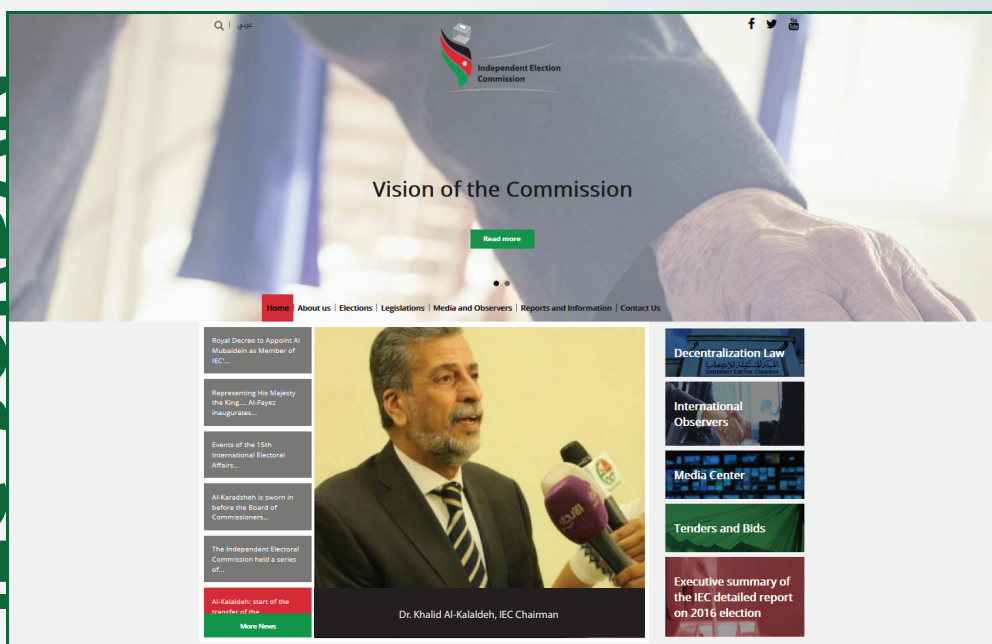
One of the key pillars of the ECES-SSSA partnership is the collaboration in the context of the online Master in Electoral Policy and Administration (MEPA) - **the only existing online Master Programme worldwide providing advanced learning on electoral processes for current election professionals and all interested stakeholders**. It targets mid/upper level professionals and practitioners who want to acquire the specific knowledge and skills to work as election administrators and/or to work as a part of Election Management Bodies (EMBs).

The ECES-SSSA collaboration will allow interested electoral stakeholders to enroll and attend the on line Master or any of the 19 individual modules of MEPA, all of which are based on the electoral cycle approach. The collaboration between ECES and SSSA will result in the updating and upgrading of MEPA's contents, including the customisation of modules as per identified needs. This includes the ongoing translation of MEPA curriculum into Arabic, French, Portuguese and Spanish.

## ECES - SSSA - IEC Jordan

The trilateral agreement between ECES-SSSA and the IEC of Jordan will support the translation and customisation of MEPA curriculum into Arabic via the EU funded Programme EU-JDID. **This partnership, which aims to support capacity building initiatives, such as MEPA, in collaboration with the IEC, is particularly timely given the recent establishment of the Jordanian Regional Electoral Training Centre. The Centre aims to become a hub of electoral knowledge and capacity development in the country and in the Arab region.**

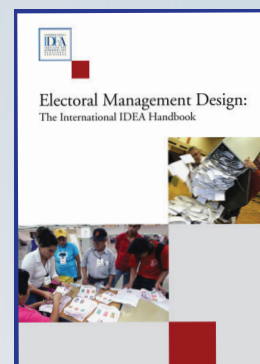
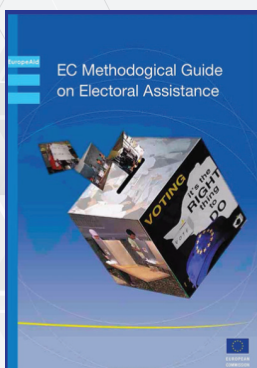
The trilateral ECES-SSSA-IEC partnership paved the way for other similar initiatives in countries where ECES is implementing projects, thus facilitating the accessibility and dissemination of MEPA curriculum.



[www.iec.jo/en](http://www.iec.jo/en)

## MEPA Overview

The online Master is unique in its kind, as there are currently no other advanced learning programmes focusing on electoral policy and administration in the world. It is based on the 2014 International IDEA designed “Model Curriculum – Master of Electoral Policy and Administration” and on the concept of **the 'electoral cycle approach' as presented in the Methodological Guide of Electoral Assistance of the European Commission and the Handbook on Electoral Management Design of International IDEA**. MEPA is hosted on the e-learning platform developed by the United Nations Institute for Training and Research (UNITAR).





**MEPA is principally an open-enrollment course, open to all practitioners and professionals in related fields. Nonetheless, preferential conditions may be offered in the contexts of projects implemented by ECES in collaboration with SSSA.** The average duration of MEPA is of one year. Participants may opt to complete the degree within a longer timeframe.

However, the maximum duration of the Programme should not exceed two years. Individual modules are also available, leading to the attainment of a Certificate of Completion of the specific module taken. MEPA consists of an online component (nine months) and an optional residential component at the Sant'Anna School in Pisa, Italy (up to three weeks).

**Presently, it is available in English, but translations are underway to offer the Master in other languages, including in Arabic, French, Portuguese and Spanish.**

## ECES Contribution

Taking into account ECES' operational experience and lessons learned from having implemented more than 70 projects in support to democracy and electoral processes in over 35 different countries in the last 8 years, **ECES contributes to MEPA through the provision of content, in order to further ensure the relevance of the curriculum to practitioners' needs when it comes to electoral assistance.** In this context, ECES and SSSA are jointly considering integrating ECES' LEAD course in the MEPA curriculum. This module would specifically address ways in which electoral stakeholders can improve their leadership skills and take on board means for preventing and/or mitigating the escalation of electoral violence and conflict throughout the respective electoral cycle. The module would benefit from the tried and tested experience accumulated over delivering successful face to face LEAD trainings and LEAD cascade in 30 countries all over the world by ECES.

Through its wide network of actors in the electoral domain, ECES also facilitates the contribution of high-level experts and practitioners from around the world to this programme.

In addition to this, through ongoing and future projects, ECES promotes the participation of electoral administrators to MEPA programme, thus contributing to enhance their competences as well as the overall professionalism of the institution they belong to.

ECES personnel are able to bring a comparative perspective with regards to election management from an electoral assistance and observation perspective, and on the professional challenges that current and aspiring election administrators and practitioners are confronted with. These experts are: **Monica Frassoni, José Manuel Pinto Teixeira, Fabio Bargiacchi, Victoria Florinder, Eva Palmans, Dominique Weertz, Gorka Gamarra, David Le Nôtre, Rudolf Elbling and Vera Lourenço.**

## MEPA Objectives

MEPA has three fundamental objectives:

- To offer advanced preparation to those individuals interested in pursuing a career as professional in the field of electoral policy and administration and those already working in this field;
- To respond to a global, structural demand for qualified electoral administrators;
- To reduce the gender gap in electoral administration by contributing to strengthen women's role in this sector, including in senior positions.

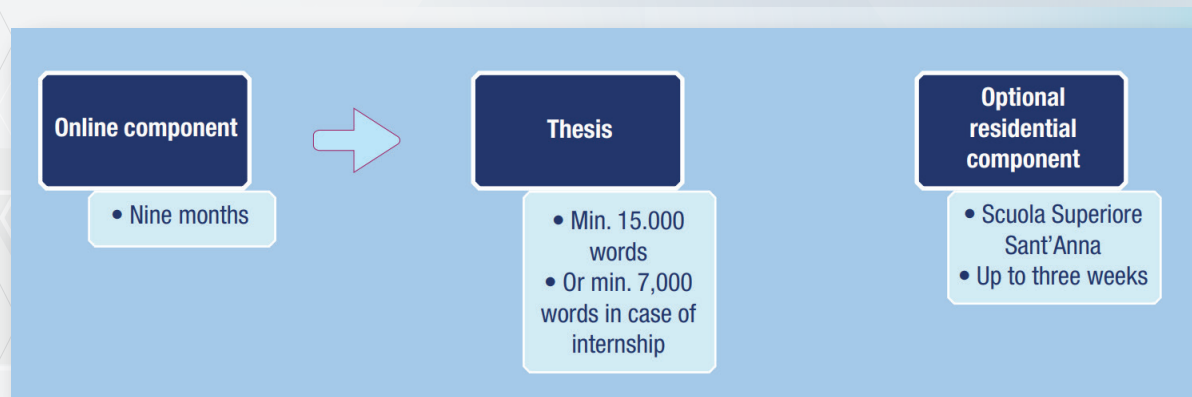
## MEPA Structure

The Master Programme is composed of an online component lasting nine months, at the end of which students are required to write a dissertation on a relevant topic of interest.

Students may attend the optional residential phase at the Sant'Anna School in Pisa, Italy. The optional residential component will take place twice a year, in autumn and in spring, to give students the possibility to discuss their thesis in front of an academic panel and to participate to events organised ad hoc, such as workshops and seminars. The optional residential component will be offered with a minimum of ten participants. **However, all 19 modules composing the Master Programme are available online and the final thesis can be discussed via online programmes**, such as Skype.

The average duration of the Programme is 1 year. Students may opt to complete the degree within a longer timeframe. However, the maximum duration of the Programme shall not exceed 2 years.

**Internship is not compulsory in order to earn the Master degree in Electoral Policy and Administration. However, the Master's Secretarial Staff is available to provide assistance to students in finding placements, including at ECES, although an active collaboration by the students is required.**





# MEPA METHODOLOGY & CREDITS

MEPA adopts an approach that highlights experiential and collaborative learning, allowing participants to share knowledge and experiences and contribute dynamically to the learning process. This approach focuses on the learning needs, interest and expectations of the participants to ensure the relevance and retention of content and puts particular emphasis on the active participation of learners through practice-oriented learning activities (both during the online and residential components).

With specific reference to the online component, modules are designed to foster synergies between theory and practice. Taking advantage of the opportunities of technology-enhanced learning, the learning materials are presented through various means, such as text, graphs, images and video material, which contribute to better retention and to enhance the learning process.

In order to create collective knowledge and to facilitate interaction and experience sharing among participants, working groups and discussion forums are organized. **Throughout the Master Programme students will be assisted by a tutor on a regular basis. A maximum of 67 academic credits will be awarded upon successful completion of the Master Programme. Two to four academic credits will be awarded for individual modules.**

## MEPA Programme

MEPA Curriculum relies on the concept of the electoral cycle. It is composed of the following topics divided in 18 modules and one additional optional module, for a total of 19 modules.

In addition, ECES and SSSA are jointly considering integrating ECES' flagship LEAD course in MEPA curriculum, which would constitute an additional module.

### 19 Modules of MEPA:

- Elections and Voting as Instruments of Governance
- Electoral Legal and Regulatory Frameworks
- EMBs
- Electoral Systems and Managing Representation
- Understanding and Managing Boundary Delimitation
- Political Parties, Campaigns, and Political Finance
- Electoral Planning and Budgeting
- Voter Registration and Identification Systems
- Electoral Operations
- Marginalized Electorates and Special Voting Programs
- Elections and Technology
- Civic and Voter Education
- Media and Elections
- Electoral Integrity and Malpractice
- Electoral Security and Conflict Prevention
- Electoral Justice Systems
- Electoral Observation, Evaluation, and Validation
- Policy Advice and Electoral Reform
- (Optional) Direct Democracy

## 1: Elections and Voting as Instruments of Governance

This course is aimed at introducing the guiding principles of electoral governance as well as an overview of the wide range of topics that are covered in further detail in subsequent courses. It introduces the fundamentals of electoral process design, administration and evaluation; options available to policy makers and practitioners; and electoral stakeholders and their roles. In this context, this module explores topics such as:

- principles and theories of democratic governance;
- functions of voting and elections in democratic governance;
- sources of legitimacy and credibility of electoral processes;
- state, non-state, and international electoral stakeholders and their roles;
- voting and election typologies—trends and regional patterns; and
- international electoral standards in electoral policy and practice.

This module will allow participants to acquire a general background on elections and voting, including;

- key definitions and an understanding of the context of democratic governance,
- the history and variety of electoral experiences, and
- the international instruments that guide and protect the right to vote and the act of voting.

## 2: Electoral Legal and Regulatory Frameworks

This course offers a framework of reference for the international and domestic rules that govern elections. It provides an integrated analysis of the hierarchy of international law, constitutions, legislation and regulation that govern the features and conduct of electoral processes, and discusses the challenges associated with administering the requirements of these legal instruments. Subtopics examined include:

- the concept of electoral legal and regulatory framework, its sources and elements;
- why regulatory frameworks matter;
- the international legal framework;
- mechanisms for securing compliance with international norms;
- sources of domestic legal and regulatory framework;
- scope of electoral legal frameworks;
- electoral legal framework stakeholders;
- main obstacles, future challenges/opportunities and lessons learned.

The participants' learning objectives are to:

- acquire knowledge of the elements that compose an electoral legal framework,
- understand the main legal instruments and principles that form the basis of international legal frameworks for elections,
- be cognizant of the processes by which legal frameworks are constituted and the principal challenges of their administration and
- improve students' ability to administer legal requirements and facilitate reforms to improve legal frameworks.

### 3: Electoral Management Bodies

This course focuses on examining the spectrum of electoral administration mechanisms and how the options associated with different models can perform in different political environments. It will allow participants to learn about the models, mandates and organization of EMBs; survey government and nongovernmental administrative partnership networks; and review the international, regional and topical associations of election professionals so that this knowledge can be applied in the design, management and monitoring of electoral administration. The module also covers subtopics such as:

- principles and ethics in electoral administration;
- credibility of EMBs and why it matters;
- EMB responsibilities and mandates;
- models of EMBs and regional comparisons;
- EMB secretariats;
- models of subnational electoral administration;
- recruitment and staff retention;
- networks of partners in electoral management;
- EMAs.

It will allow participants to:

- learn about the models, mandates and organization of EMBs;
- survey government and nongovernmental administrative partnership networks; and
- review the international, regional and topical associations of election professionals so that this knowledge can be applied in the design, management and monitoring of electoral administration.

### 4: Electoral Systems and Managing Representation

This course provides an overview of electoral systems and their impact on participation and representation, but also addresses the administrative impact of different systems for EMBs responsible for conducting elections under given systems. Key subtopics include:

- definition of electoral systems; governance typologies;
- key variables: ballot structure, electoral formula, district magnitude;
- mixed systems;
- consequences of electoral systems for voting behaviour and party systems;
- consequences of electoral systems for representation;
- choice of electoral system in divided societies and post-conflict environments;
- practical consequences of the choice of electoral system on election processes;
- regional comparative review of electoral systems.

Following completion of the course, students will be able to

- identify electoral systems that could be appropriate for use in a given country context;
- analyse the likely practical, political and representational implications of adopting a particular system; and
- provide well-reasoned and informed advice to the public and policy makers on the available options.

## 5: Understanding and Managing Boundary Delimitation

This course emphasizes understanding how electoral boundaries can be (and have been) manipulated for the benefit or detriment of particular candidates, parties and voters. It combines both a conceptual and practical approaches to identifying sound practices in boundary delimitation. Some of the main topics examined include:

- concepts of representation;
- why boundary delimitation matters;
- main elements of boundary delimitation;
- apportionment;
- types of manipulation: malapportionment and gerrymandering; guiding principles for delimitation;
- neutral and independent delimitation;
- assessing and moderating the products of partisan delimitation;
- mechanics of delimitation; and
- regional comparisons.

The model will provide participants with:

- tools to understand the concept of boundary delimitation;
- analytical techniques that can detect, or measure the impact of, manipulation; and
- mechanisms that can enhance the credibility and legitimacy of delimitation and prevent potential abuse.

## 6: Political Parties, Campaigns, and Political Finance

This course covers most of the strictly political aspects of an electoral campaign (with the exception of media coverage). As such, it provides an overview of political party system features and options, but focuses on the impact of political party systems (and methods of financing them) on electoral campaigning and administration. Key topics examined include:

- definitions of political party systems;
- political party relations;
- advertising, media access and internal democracy;
- models of political party organization, leadership and membership;
- political party and candidate registration legal frameworks on eligibility, party name, party symbols and other requirements;
- party consultative mechanisms; political party militias and other surrogates;
- codes of conduct for political parties and challenges to implementation;
- principles of political finance systems, administration and regulation;
- public financing mechanisms; and
- regional comparative review of political party and finance systems.

The learning objectives for this model are to acquire comparative knowledge of political party systems, party consultative mechanisms, political party codes of conduct and political finance systems in order to better understand the design, management and administration of political finance regulation systems.



## 7: Electoral Planning and Budgeting

This course explores integrated electoral planning and budgeting and presents methodologies to enhance the democratic quality and technical efficiency of electoral administration through effective planning initiatives. The module will cover fundamental topics such as:

- electoral cycle approach;
- electoral planning;
- metrics, milestones and performance indicators;
- electoral calendars;
- models of electoral budgeting;
- principles of electoral procurement;
- accountability and transparency in financial management;
- electoral cost definition and performance ratios;
- coping with unexpected changes in planning assumptions;
- regional comparative review of electoral costs.

This module will allow participants to understand the major factors that influence and structure the process of planning and budgeting for (and financing of) elections. Upon termination of the module, students will be able to:

- develop, or contribute to the development of strategic plans for an EMB;
- develop, or contribute to the development of feasible operational plans for an EMB at various organizational levels;
- identify and cost activities to be undertaken within such plans; and
- modify plans in response to realistically identified risks and changed environmental constraints.

## 8: Voter Registration and Identification Systems

This course combines both conceptual and practical aspects of the design and administration of voter identification and registration systems, and their impact on system administration. This module will allow participants to understand the main types and features of voter registration/ identification systems, including their conceptual, legal and administrative aspects, and key policy issues surrounding (and political dimensions of) voter registration system choice.

Topics covered include:

- conceptual frameworks for voter registration;
- why voter registration and identification systems matter;
- geographic basis for voter registration;
- cross-cutting aspects of voter registration and identification;
- legal frameworks for voter registration;
- main elements of a voter registration system;
- mechanisms for ensuring the credibility, transparency and accuracy of the register;
- data protection;
- administrative frameworks for voter registration;
- choice of registration model: periodic, continuous or civil registry;
- regional comparative review of voter registration systems.

The specific learning objectives for this module are for participants to be able to:

- identify voter registration systems that could be appropriate for use in a given country context;
- analyse the likely practical, political, representational and cost implications (and potential benefits and risks) of adopting a particular system;
- provide well-reasoned and informed advice to the public and policy makers on the available options; and
- design, implement, manage and monitor systems.

## 9: Electoral Operations

This course systematically explores options for key activities that are required at election time, and approaches to undertaking these activities effectively. Fundamental operational aspects are covered, such as:

- developing an electoral calendar; record keeping and accountability;
- strategies for ensuring the transparency and credibility of election operations; receipt of nomination/candidate lists, ballot design and ballot production;
- registration/polling location design and geographic basis for polling;
- the basic polling model: voting at a single designated polling station;
- extensions of the basic polling model; options for balloting methods;
- single- and multi-round voting;
- the basic counting model;
- extensions of the basic counting model: counting centres, recounts, post-polling day counting;
- election results management;
- post-election activities;
- operational plan implementation mechanisms;
- facilities management;
- registration/polling locations;
- models of staffing—recruitment and training;
- public outreach mechanisms;
- procurement, transport, logistics, communications and asset retrieval.

This module will allow participants to understand the tasks that need to be performed to implement the key practical elements of a successful election—the receipt of nominations, polling, counting of votes and results compilation and how they relate to each other. Specifically, the learning objectives for this module are for participants to be able to:

- identify nomination, polling, counting and compilation processes that could be appropriate for use in a given country context;
- analyse the likely practical, political, representational and cost implications (and potential benefits and risks) of adopting particular processes, in both the short and long terms;
- provide well-reasoned and informed advice to the public and policy makers on the available options; and
- design, implement, manage, and monitor processes.

## 10: Marginalized Electorates and Special Voting Programmes

This course identifies the sources and types of political marginalization that occur during elections and how to design and implement administrative and political mechanisms that can inform, enfranchise and empower these otherwise marginalized voters. Key subtopics include:

- definitions and sources of marginalization;
- electoral marginalization stakeholders;
- gender and electoral participation;
- enfranchisement, informing and voting for youth and other socially disadvantaged groups;
- out-of-country voting;
- enfranchisement, informing and voting for internally displaced persons (IDPs), visually impaired and people with physical and intellectual disabilities, homebound and institutionalized voters, military and other security forces, and detainees;
- early voting;
- managing boycotts.

This module will allow participants to:

- understand the methodologies and processes required to inform and enfranchise marginalized segments of the electorate and organize alternative voting modalities;
- be able to design, manage and monitor special voting programmes.

## 11: Elections and Technology

This course combines both a conceptual and practical approaches to understanding election technology applications and the impact and challenges of managing these technologies in different political environments. This module will allow participants to acquire knowledge of conceptual frameworks to define election technologies, identify stakeholders and describe types of applications, and understand the criteria that guide the assessment, selection and implementation of election technologies. Main themes examined throughout this course are:

- descriptive definitions of election technologies;
- functional definitions of election technologies;
- understanding the technological development life cycle, including ongoing support requirements;
- election technology legal framework;
- election technology stakeholders;
- new technology assessment methodology;
- approaches to outsourcing and contracting;
- vendor relations;
- overview of voter identification/registration technologies;
- electronic voting technologies;
- and internet voting.

Learning objectives for this module are to:

- identify technology that could be appropriate for use in a given country context;
- analyse the likely practical, political and cost implications (and potential benefits and risks) of adopting a particular technology, in both the short and long terms;
- provide well-reasoned and informed advice to the public and policy makers on the available options; and
- participate in the design, implementation, management and monitoring of systems.

## 12: Civic and Voter Education

This course provides opportunities to review and analyse voter and civic education programmes and their impact on the quality and quantity of electoral participation. The principal themes addressed include:

- definitions of voter, electoral and civic education;
- the role of the mass media and traditional and non-conventional outlets in civic and voter education;
- stakeholders in civic and voter education;
- designing civic and voter education strategies;
- message development (public outreach, focus groups, opinion surveys, mock polling);
- general and special audiences;
- message dissemination (avenues, coverage, timings and actors) and challenges in coordination;
- measures of education programme effectiveness;

In terms of learning outcomes, this module will allow participants to understand the differences between civic and voter education, including the relevant actors and the development and dissemination of related information.

### 13: Media and Elections

This course provides opportunities to review media-engagement strategies for such educational initiatives. Some of the key themes of the module include:

- media relationships and communications techniques;
- why the media matters;
- traditional and new media, and their role at all stages of the electoral cycle;
- concepts of balance and fairness in media coverage and different ways to achieve it;
- cross-national variations in media regulation during electoral campaigns;
- media monitoring mechanisms;
- rumour, misinformation and disinformation management.

At the end of the module, participants will have learnt how to understand the development and management of media regulations, media relations and rumour control in order to gain the skills to design, manage and monitor such programmes.

### 14: Electoral Integrity and Malpractice

This course combines a conceptual and practical approach to identifying the vulnerabilities and types of electoral malpractice and mispractice, and introduces investigative and administration techniques and mechanisms that can prevent or manage such practices. The module focuses on these two problems, and looks at the factors leading to them, by combining conceptual and practical approaches to the identification of vulnerabilities and types of electoral malpractice and mis-practice, the tactics used by perpetrators and by introducing investigative and administration techniques and mechanisms that can prevent or manage such practices. Topics addressed in this module include:

- definitions of electoral malpractice;
- electoral mispractice and substandard practice;
- why electoral malpractice matters;
- electoral malpractice stakeholders;
- malpractice tactics;
- malpractice tactics by electoral cycle activity—voter identification, voter registration, political campaigning, balloting and ballot tabulation;
- electoral malpractice investigation techniques;
- measures of electoral integrity;
- assessing the impact of electoral malpractice on an election outcome;
- regional comparative review of electoral malpractice;
- procedural accountability controls and other malpractice prevention techniques.

This course will allow participants to understand the typologies of electoral malpractice, and the tactics used by perpetrators and investigation techniques by enforcement stakeholders in order to be able to prevent (or reveal and halt) electoral malpractice.



## 15: Electoral Security and Conflict Prevention

This course introduces methodologies that can be used to identify the potential for electoral conflict and profile electoral conflict dynamics. It explores the causes and manifestations of electoral conflict and the mechanisms that can be employed by state and nonstate stakeholders to stem such conflict. Key subtopics include:

- why electoral security and conflict prevention matter;
- definitions of electoral conflict and violence;
- electoral conflict profiles, vulnerabilities and early warning signs;
- stakeholders;
- electoral security administration strategies;
- good practices in electoral conflict prevention and management;
- regional electoral conflict comparisons.

In terms of learning outcomes, this module will enable participants to be able to predict and profile electoral conflict in order to help develop measures to prevent, manage or mediate such conflict.

## 16: Electoral Justice Systems

This course provides an overview of the types of formal and alternative electoral justice mechanisms, but also assesses the issue from a practitioner's perspective by examining the administrative challenges associated with adjudicating such cases. The course also offers an overview of policies and practices of preventing electoral disputes, by emphasizing the importance of public confidence in the electoral process and Electoral Dispute Resolution (EDR) bodies. The salient topics covered in this module include: the importance and role of electoral justice; definition of electoral justice and related concepts; prevention of electoral disputes; EDR mechanisms; classifications of EDR systems; key principles and guarantees of EDR systems; elements of EDR systems: types of challenges and actions, deadlines, evidentiary issues and remedies; alternative EDR mechanisms. Upon completing this module, participants will be well-equipped to understand the models of electoral justice systems, alternative electoral dispute resolution mechanisms and adjudication procedures in order to be able to design, manage and monitor these systems.

## 17: Electoral Observation, Evaluation and Validation

There has been a dramatic increase in election observation and monitoring over the past several decades, such that it has now become a global norm and an integral part of virtually all electoral processes. In this context, this course provides an overview of the types of electoral monitoring and observation, the administrative challenges associated with conducting such initiatives, and the criteria for evaluating the elections and options for reform. The principal themes that are examined in this course are:

- definitions and objectives of electoral observation and monitoring;
- electoral observation/monitoring stakeholders—international, domestic nonpartisan, political party;
- history of electoral observation and monitoring;
- organizational models for electoral observation and monitoring;
- role of non-partisan election monitors;
- role of political party agents;
- codes of conduct for electoral observers and monitors;
- parallel vote tabulation, quick counts and exit polls;
- electoral forensics;
- 'niche' monitoring election technology, electoral conflict, delimitation, political finance, media;
- electoral evaluation standards and judgment criteria;
- electoral observation and electoral reform;

This module will allow participants to understand the history of electoral observation, observation techniques and evaluation criteria to be able to render informed judgments on the quality of the conduct of an election.

## 18: Policy Advice and Electoral Reform

By leveraging the knowledge and experience of election professionals in promoting reform measures to improve the democratic quality and technical efficiency of elections and electoral administration, this course provides the knowledge to develop strategies and tactics to diagnose issues for reform, organize multi-institutional reform processes and manage the impact of these reforms. The key issues examined in this module are the following:

- conceptual frameworks for electoral reform;
- electoral reform agendas and political impacts: assessing the interests of different stakeholders;
- identifying opportunities for electoral reform;
- institutional change agents and EMBs;
- incremental and radical reform: advantages and disadvantages;
- drawing on skills from outside the electoral world;
- mechanisms for explaining proposed reforms and building political and public;
- consensus;
- change management and implementation, including within an EMB;
- assessing the impact of electoral reforms;
- managing opposition to electoral reform.

This module will allow participants to acquire a general background on:

- elections and voting, including the context of democratic governance,
- the history and variety of electoral experiences, and
- the international instruments that guide and protect the right to vote and the act of voting.

## 19: Direct Democracy (optional)

This extra optional course provides information necessary for electoral practitioners and administrators on procedures of modern direct democracy available in a growing number of jurisdictions worldwide. Two types of broad procedures are addressed: (1) those initiated by citizens themselves, like citizens' initiatives and popular referendums and (2) those initiated by governments as mandatory referendums and non-mandatory plebiscites. By attending this module participants should be able to identify, understand, monitor, manage and design various procedures of modern direct democracy at different political levels with the purpose of ensuring that citizens can use their fundamental rights to "participate in the government of their country...directly..." (Art. 21 of the Universal Declaration of Human Rights), where permitted in the constitutions, statutes and regulations of their jurisdictions.

# FACULTY

MEPA brings together a core teaching staff of leading specialists from around the world. Lecturers and trainers are chosen among academics, diplomats, officers and advisors of specialised international organisations and not for profit foundations, thus offering a wealth of both academic and field operational expertise. Please find below a list of some of the lecturers that contributed to the creation of the MEPA and that are available in teaching at the Master:

- **Andrea de GUTTRY**, Full Professor of Public International Law, Sant'Anna School
- **Eszter BODNAR**, Assistant Professor at Eötvös Loránd University, Faculty of Law
- **Jeff FISCHER**, Adjunct Professor at Georgetown University and MEPA Senior Advisor at Sant'Anna School
- **Jorgen ELKLIT**, Professor, Department of Political Science and Government, Aarhus University
- **Annette M. FATH-LIHIC**, EUSR Chief Political Adviser/Executive Coordinator, European Union Office in Kosovo / EU Special Representative and Affiliate Researcher at DIRPOLIS Institute, Sant'Anna School
- **Larry GARBER**, Senior Adviser of Digital Mobilizations Inc. and Senior Associate at the Centre for Strategic and International Studies
- **Holly Ann GARNETT**, Professor at McGill University
- **Jeremy GRACE**, Professor at GENESEO
- **Michael MALEY**, Act Co-Convenors of the Electoral Regulation Research Network and Member of the Editorial Board of the Election Law Journal
- **Frank McLOUGHLIN**, Electoral Law Specialist
- **Jeremy MINDES**, Managing Director, International Development, Evaluation and Research Program, American Institutes for Research
- **Daniela PICCIO**, Electoral Expert, University of Turin
- **Seema SHAH**, Former Programme Officer, Electoral Processes at International IDEA
- **Abdurashid SOLIJONOV**, Programme Officer, Electoral Processes at International IDEA
- **Vasil VASHCHANKA**, Private Consultant on Electoral issues
- **Peter WOLF**, Expert on Elections and Technology, International IDEA
- **Monica FRASSONI**, President, European Centre for Electoral Support
- **José Manuel PINTO-TEIXEIRA**, Vice President, European Centre for Electoral Support
- **Fabio BARGIACCHI**, Executive Director, European Centre for Electoral Support
- **Eva PALMANS**, Head of Programmes, European Centre for Electoral Support
- **José LAMBIZA**, Head of Finance & Administration, European Centre for Electoral Support
- **Victoria FLORINDER**, Senior Electoral Conflict Prevention Advisor, European Centre for Electoral Support
- **Vera LOURENCO**, Senior Programmes Advisor, European Centre for Electoral Support
- **Dominique WEERTS**, Senior Governance Expert, European Centre for Electoral Support
- **Gorka GAMARRA**, Senior Electoral Expert, European Centre for Electoral Support
- **David LE NÔTRE**, Senior Electoral Expert, European Centre for Electoral Support
- **Rudolf Elbling**, Senior Electoral Expert, European Centre for Electoral Support

# KEY FATCS

<b>TYPE OF COURSE</b>	POST-GRADUATE PROFESSIONALIZING MASTER
<b>LENGTH</b>	1 YEAR: 9 MONTHS - ONLINE COMPONENT 3 MONTHS - PREPARATION OF THE THESIS UP TO 3 WEEKS - OPTIONAL RESIDENTIAL COMPONENT
<b>DATES</b>	1 OCTOBER, 15 JANUARY OR 1 APRIL APPLICATION PROCEDURE ALWAYS OPEN
<b>VENUE FOR THE (OPTIONAL) RESIDENTIAL PHASE</b>	SCUOLA SUPERIORE SANT'ANNA, PISA, ITALY
<b>LANGUAGE</b>	ENGLISH
<b>ACADEMIC CREDITS</b>	MINIMUM 60 – MAXIMUM 67
<b>WEBSITE</b>	<a href="http://WWW.SANTANNAPISA.IT/EN/FORMAZIONE/MASTER-ELECTORAL-POLICY-AND-ADMINISTRATION">WWW.SANTANNAPISA.IT/EN/FORMAZIONE/MASTER-ELECTORAL-POLICY-AND-ADMINISTRATION</a>
<b>DEGREE AWARDED</b>	1ST LEVEL MASTER'S DIPLOMA IN ELECTORAL POLICY AND ADMINISTRATION

Or, for individual modules:

<b>TYPE OF COURSE</b>	INDIVIDUAL MODULE/S ON ELECTORAL POLICY AND ADMINISTRATION
<b>LENGTH</b>	20-40 HOURS DEPENDING ON THE MODULE
<b>DATES</b>	APPLICATION PROCEDURE ALWAYS OPEN
<b>LANGUAGE</b>	ENGLISH
<b>ACADEMIC CREDITS</b>	2 TO 4 DEPENDING ON THE MODULE
<b>WEBSITE</b>	<a href="http://WWW.SANTANNAPISA.IT/EN/FORMAZIONE/MASTER-ELECTORAL-POLICY-AND-ADMINISTRATION">WWW.SANTANNAPISA.IT/EN/FORMAZIONE/MASTER-ELECTORAL-POLICY-AND-ADMINISTRATION</a>
<b>CERTIFICATE AWARDED</b>	CERTIFICATE OF COMPLETION AND RESPECTIVE CREDITS



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**FIRST LEVEL MASTER'S DIPLOMA  
ONLINE MASTER PROGRAMME  
"ELECTORAL POLICY AND  
ADMINISTRATION" (MEPA)**

**MASTER IN ELECTORAL POLICY AND ADMINISTRATION**

**Location:** The Master will be offered online, with an optional residential phase in Pisa up to 3 weeks (usually during the month of June and of November, provided that there is a minimum of 10 students attending the residential phase).

**Dates:** Students can start attending the Programme at three different times per year: 1 October, 15 January or 1 April.

**Italian University credits:** Maximum 67.

**Training hours:**

- Online component - 9/10 months for a total of 480 hours (excluding individual study)
- Optional internship - min. 300 hours
- Preparation and public defence of the thesis - 3 months
- Optional residential component - max. 3 weeks to be held in autumn or in spring at the Scuola Superiore Sant'Anna.
- Optional additional online module - min. 50 hours

**Participant Number:** The Master has not a maximum number of places available.

**Teaching language:** English.

**Course fee:** 10,000.00 Euro

**Application deadline:** It will be possible to apply any time and applicants will be informed about their result within 8 weeks from the date of their application.

**ATTACHMENTS**

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ECES

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**DELIVERING ELECTION MATERIAL  
FOR THE BENGHAZI LOCAL ELECTIONS COMMITTEE, LIBYA 2012**

**LATEST NEWS**

On 19th January 2012, the European Centre for Electoral Support (ECES), represented by the President Mr. Mark ... read more

ECES is a not for profit private foundation headquartered in Brussels with a global remit. ECES promotes sustainable democratic development through the provision of advisory services, operational support and management of large projects in the electoral and democracy assistance field. ECES works with all electoral stakeholders, including electoral management bodies, civil society organizations involved in voter education and election observation, political parties, parliaments, media, security forces, religious groups and legal institutions confronted with electoral disputes resolution.

ECES is a member of the European Partnership for Democracy (EPD) and is part of its Board of Directors. EPD is the most important network of European civil and political society organisations working on democracy assistance. It is composed by 14 members from 11 EU Member States. EPD is the first Community of Practice on democracy assistance operating at the EU level advocating for a stronger presence of democracy support on the EU agenda. In this context, ECES, in collaboration with EPD members, has crafted and copyrighted a strategy called "A European Response to Electoral Cycle Support - EURECSP".

**eces**  
EUROPEAN CENTRE  
FOR ELECTORAL SUPPORT

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