



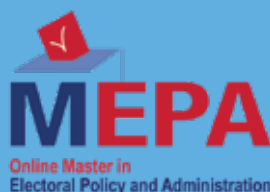
EUROPEAN CENTRE
FOR ELECTORAL SUPPORT



INNOV-ELECTIONS

**DELIVERING ELECTORAL AND
DEMOCRACY SUPPORT
UNDER COVID-19:
ECES PREPAREDNESS AND RESPONSES**

MAY 2020



www.eces.eu

Table of Contents

INTRODUCTION	3
ELECTORAL ASSISTANCE: AN ESSENTIAL PART OF THE OVERALL DEMOCRACY AND PEACEBUILDING SUPPORT	5
HOW IS ECES DELIVERING AMID CHALLENGES POSED BY COVID-19	6
1. CAPACITY BUILDING TOOLS AND METHODOLOGIES	6
2. ACTIVITIES AT ONGOING PROJECTS LEVEL	12
AUTHORS AND TRAINERS	14
ANNEX - Partnership between ECES and the Sant'Anna School of Advanced Studies on the Master in Electoral Policy and Administration.....	25

INTRODUCTION

The spread of the coronavirus (COVID-19) pandemic has reached unprecedented levels across the globe. Together with its impact on health systems and economies, the crisis also bears lesser known long- and short-term consequences for elections, democracy, and countries' security.

International IDEA's recent papers on the impact of COVID-19 on electoral process around the world¹ highlighted the threats of the pandemic on elections. For the year 2020, more than 70 national elections were planned worldwide. However, COVID-19 has put a question mark on whether some of these elections will be held on time – if at all. As of 15 April 2020, at least 50 countries and territories around the world had decided to postpone their national and subnational elections due to the pandemic.

At regional, national and local levels, important discussions are taking place on key issues such as the risks and implications of postponing elections; consideration of alternative solutions when holding elections; the importance of inclusive decision-making processes; and the safeguard of democracy. Nevertheless, much remains uncertain.

Together with the Middle East, Africa is one of the regions where the European Centre for Electoral Support (ECES) delivers most of its electoral and democracy assistance. Africa's 2020 elections are clustered in West Africa (with 6 elections), the Horn (Ethiopia and Somalia), and the Great Lakes (Burundi and Tanzania). As noted by the Africa Centre for Strategic Studies, 10 of these 12 elections are scheduled for the latter half of the year.

Underscoring the stakes at play, most African elections in 2020 will be held in countries engulfed in or emerging from conflict, including Burkina Faso, Burundi, the Central African Republic, Côte d'Ivoire, Ethiopia, Niger, and Somalia. These countries are already facing internal crises sparked from pre-existing exclusive power structures, militant Islamist insurgencies, and the challenges of building inclusive national visions from polarised politics².

To these security-related challenges, one must add the pandemic, and the fact that ongoing election processes might be eroded by discussions on the legitimacy to postpone -or even- hold an election.

In the series of papers on "Elections and COVID-19", published over the last months, International IDEA's main recommendation has been to seek interagency consultation and communication mechanisms as well as to include both electoral authorities and public health authorities. Other recommendations include:

- Careful consideration of staff and public safety, constitutional constraints and procedures, and implications for democracy - inclusion, equality and accountability;
- Logistical considerations for alternative voting arrangements;
- If proceeding with an election, processes for mitigating risks;
- If postponing an election, pathways for addressing the electoral issue at hand and stringent guidelines for caretaker arrangements; and
- Public communication about the issues at stake, the reasons for the decision and the processes in place to safeguard democracy.

¹ <https://www.idea.int/news-media/multimedia-reports/global-overview-covid-19-impact-elections>

² <https://africacenter.org/spotlight/highlights-africa-2020-elections/>

ECES believes that this challenging situation nonetheless opens the door to opportunities to hold discussions in order to develop common expectations with respect to electoral roadmaps and how to better achieve conditions for fair and credible elections. Additionally, the pandemic created spaces for longer and more solid periods of capacity development and electoral knowledge advancement by Electoral Management Bodies staff and other electoral stakeholders.

The core dimension of ECES response to COVID-19 is based on a hybrid approach to training delivery, INNOV-ELECTIONS, whereby ECES, together with its partners, offers a flexible menu of training curricula, while delivering remote solutions to mitigate the challenges imposed by the confinement and teleworking working mood adopted by many institutions and organisations.

At the ongoing projects level, it is important to note that, despite the pandemic, ECES continues and will continue to deliver on some of the previously planned face-to-face training related to the different aspects of the electoral cycle, adapting them to innovative, remote and online solutions.

It is also worth noting that all of ECES activities are framed by its copyrighted strategy, the European Response to Electoral Cycle Support (EURECS)³. This is based on the electoral cycle approach⁴ but updated and implemented by ECES as a European not for profit foundation capable of delivering activities in a sustainable and cost-effective manner (also in terms of ownership and visibility) which is funded by the EU and its Member States in favour of the beneficiaries' countries of their development cooperation.

EURECS' main aim is to offer the European Union (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, the strategy is built to help prevent, mitigate and manage electoral related conflicts in line with international standards and obligations. Thirdly, 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.

Finally, EURECS is implemented via specific methodologies and tools developed and also copyrighted by ECES such as:

- its Standard Operating Procedures,
- the Communication & Visibility Guidelines,
- the Electoral Political Economy Analyses,
- the project approach to contribute Preventing Electoral Conflicts,

³ <http://www.eces.eu/eurecs>

⁴ This approach was developed in 2006 by electoral specialists as a collaborative effort to bring theory closer to reality in electoral process. Drawing on extensive field experience from the European Commission and the International Institute for Democracy and Electoral Assistance (International IDEA) the electoral cycle approach was crafted as a response to the lack of a coherent methodology for electoral assistance programming. All interventions that set out to support the consolidation of democracies effectively take place during the pre-electoral, electoral and post-electoral phases in a given country. The electoral cycle approach (ECA) was therefore designed in 2006 by ECES Co-founder and Executive Director, Fabio Bargiacchi (back then at the European Commission) Paul Guerin, Domenico Tuccinardi, Antonio Spinelli and Theresa Lanella from International IDEA. The Electoral Cycle approach was then explained in detail in October 2006 in the EC Methodological Guide on Electoral Assistance, in the IDEA Handbook on Electoral Management Design (December 2006) and later on also in the UNDP Implementation Guide on Electoral Assistance (November 2007).

- the Electoral Security Threat Assessment
- and the cascade training curricula called "Leadership and Conflict Management Skills for Electoral Stakeholders, LEAD" and
- "Leadership and Quality Management for Electoral Administrators, LEAD-Q"⁵.

This paper aims to inform on the response ECES has developed and is bringing to its beneficiary countries and partners amid the health crisis, while honouring its donors' values and requirements.

ELECTORAL ASSISTANCE: AN ESSENTIAL PART OF THE OVERALL DEMOCRACY AND PEACEBUILDING SUPPORT

In addition to the pandemic's impact on elections, challenges are posed on conflicts, transitions and peace processes.

ECES, as part of a College of Europe led consortium that is implementing the European Response on Mediation Support (ERMES III⁶) project, subscribes to the EU's Team Europe approach and sides with peacebuilding actors, globally and locally, to tackle this threat to peace and stability with endurance and resourcefulness.



The overall objective of ERMES III is to facilitate the EU's support to third party engaged in inclusive peace mediation and dialogue processes at the international, regional or local levels, by *inter alia* providing technical assistance and training, and organizing meetings and seminars. Since its beginning in 2014, European Resources for Mediation Support (ERMES) has proven to be an extremely useful tool for the EU role in mediation and dialogue to advance its objectives and role in these fields.



ERMES has been successful in meeting the need of providing experts to the different EU services/EU Delegations and beneficiaries countries in the context of changing timelines and under short

notice, proving its great level of flexibility and responsiveness both in the selection and mobilization Experts as well as in providing various logistical and administrative support tasks. These experts are being deployed on very short notice in the context of peace or dialogue processes. ECES is also able to provide technical support such as the training, event organization, the development of studies and analysis, and logistical support for any peace and dialogue process.

⁵ <http://www.eces.eu/copyrights>

⁶ <https://www.coleurope.eu/training-projects/projects/projects-spotlight/ermes-iii-european-resources-mediation-support>

The Consortium also includes ESSEC, Fondation Hironnelle, Interpeace, and MediatEUR along with ECES. These organisations share ECES' vision and expertise in using dialogue and communication to foster peace. The project is implemented with an office within the premises of ECES HQ in Brussels and under the supervision of the EU Service for Foreign Policy Instruments, in close consultation with the External European Action Service (EEAS) Mediation Support Team situated within the Division for Prevention of Conflicts, Rule of Law and SSR, Integrated Approach, Stabilisation and Mediation (PRISM) which ensure the political steer. The individual assignments to be implemented are managed and coordinated together with the relevant Services and Geographic Units within the EEAS and the European Commission, as well as with EU Delegations.

In a recent Joint Statement on Peace Building and COVID-19 Response, sent to European Union services in April 2020, ECES and its partners within the ERMES project stated that:

"...our aim is to undertake research to inform forward thinking and guide crises response efforts and coach, facilitate and train peace process participants, if necessary, using innovative means of communication. Communities must be protected against a global health threat and associated security risks, where emergency legislation becomes the rule and impacts on civil rights and democracy in an unprecedented manner, where the powerful become powerless. Yet, we have also seen opportunities for global solidarity to thrive and for ceasefires..."

HOW IS ECES DELIVERING AMID CHALLENGES POSED BY COVID-19

1. CAPACITY BUILDING TOOLS AND METHODOLOGIES

ECES believes that the postponement of elections should not hinder capacity development activities for electoral stakeholders. As such, in the light of the global pandemic, ECES has exerted additional efforts to deliver and expand its training programmes.

Capacity development is one of ECES' main fields of expertise, as we believe that the dissemination of knowledge and sharing of lessons learned among diverse electoral stakeholders and practitioners establishes a fertile ground for further systematised exchanges between stakeholders that otherwise only interact ad-hoc. To this aim, ECES delivers courses in the framework of its projects, based on its copyrighted tools and methodologies, and informed by the electoral cycle approach.

ECES' training programmes are being shaped in order to comply with the World Health Organization and local public health institutions' pandemic guidelines. This means that all our trainings are being implemented remotely, through online communication platforms or delivered through removable media drives, in places where internet is not reliable.

In this context, the training sessions of ECES encompass all steps of the electoral cycle, to be delivered live including the **pre-electoral period, the electoral period and the post-electoral one**. They target to all different electoral stakeholders such as: **electoral management bodies, civil society organisations, media, security forces, political parties, donors and justice sector institutions dealing with electoral dispute resolutions**. It does so by covering the key aspects of each period for each stakeholder, including:

- **Review of the Electoral Framework**
- **Code of Conducts and electoral law directives**

- **Delimitation of electoral boundaries**
- **Budgeting and costs of elections**
- **Logistical, operational, recruitment and procurement plans**
- **Security of elections**
- **Civic and Voter Education**
- **Training for polling staff**
- **Institutional Communication and Media Monitoring for EMBs and CSOs**
- **Media Access and Media Coverage including codes of conduct**
- **Voter and Candidates Registration including out of country**
- **Preventing-Mitigating-Managing Electoral Conflicts and Conflict Mapping**
- **Domestic Electoral Observation, accreditation and parallel vote tabulation**
- **E-day operations and vote counting**
- **Results transmission, aggregation and proclamation**
- **Electoral disputes resolution mechanisms**
- **Evaluation and audit of electoral processes including voter registers**
- **Post electoral review**
- **Archiving and Research**

1.1. INNOV-ELECTIONS: Hybrid Approach to Training Delivery



Through INNOV-ELECTIONS, ECES will undertake a hybrid approach to training delivery via the comparative experience of ECES experts and partners in the field, further enhancing the contextualisation of the training programmes to the local realities.

This approach will allow enrolled

participants to follow online training sessions, while receiving continuous and live coaching from projects' experts via the professional Cisco WebEx Training online platform. This methodology increases the commitment of enrolled participants, contributing to the reduction of potential dropouts.



INNOV-ELECTIONS is built around the following three main areas:

- 1. Optimise the COVID-19 confinement by enhancing the potential of electoral stakeholders;**
- 2. Enhance young and women's roles and participation in the management of elections;**
- 3. Enhance electoral stakeholders' leadership, conflict and quality management capacities.**

Under the COVID-19 context, ECES continues to deliver on previously planned activities by using innovative, remote and online solutions. For our ongoing projects, and in light of the impossibility to have 20-50 people in one room, ECES is adapting previously planned in-person-training to the remote learning programmes. And as these were not included in original budgets, ECES is funding this newly adapted trainings with the budget lines of previously planned face-to-face activities that correspond to the knowledge areas of the remote training programmes.

INNOV-ELECTIONS provides an effective response to the challenges brought by the pandemic through three main tools:

1. **Live webinars and WebEx classes delivered remotely on every steps of the electoral cycle as per the subject mentioned above;**
2. **ECES copyrighted trainings on Leadership and Conflict Management for Electoral Stakeholders (LEAD) and on Leadership and Quality Management for Electoral Stakeholders (LEAD-Q); and**
3. **Online Master in Election and Public Administration (MEPA) or some of its individual 19 modules -- based in the partnership between ECES and the Sant'Anna School of Advanced Studies (SSSA).**

These tools will be supplemented by close contextualised online capacitation to the beneficiaries to ensure the maximum possible benefit within the beneficiaries' different contexts. ECES' comparative experience and customised approach to local contexts will serve the purposes of:

- ensuring that students understand the topics and remain focused;
- creating a platform where students can bring their own expertise/analyses and share it with the experts and other participants (questions and answers uploaded on the platform for maximising the learning and experience sharing);
- allowing the experts to bring examples from different countries in order to concretely illustrate the given topic;
- allowing the experts to answer any technical questions and bringing a precise expertise on the subject based on the local context and reality; and
- coaching participants throughout the learning experience and prepare them for exams and assignments.

The way for participants and ECES experts to interact with each other can be:

- Individual online and live coaching upon request from participants/organisations;
- At the end of specific lessons, online regular coaching/discussion sessions with participants following a given topic.

ECES has a robust roster of experienced trainers⁷ that will provide direct online assistance to enrolled participants. These experts will be supported by other ECES experts in HQ.

1.2. Online Master in Electoral Policy and Administration (MEPA)

In light of the current situation, and in line with ECES' knowledge drive targeted at improving the knowledge of all key stakeholders on electoral management, ECES has been encouraging its partners to consider the online Master in Electoral Policy and Administration (MEPA), via the partnership that ECES signed with the Sant'Anna School of Advanced Studies (SSSA). This online course offers a unique opportunity to reinforce organisations' capacities by using online remote platforms. As such, ECES supports stakeholders in ensuring that all of their key electoral experts/staff are further equipped through enhanced electoral knowledge. It also ensures that staff will be able to fully resume their activities once the pandemic is over.



⁷ Some are identified at the end of this paper in "Authors and Trainers".

The online MEPA is one of its kind, as there are currently no other advanced learning programme 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). The main objectives of the Modules/Master in Electoral Policy and Administration are:

1. 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;
2. To respond to global, structural demand for qualified electoral administrators; and
3. To contribute to reducing the gender gap in electoral administration by contributing to strengthening women’s role in this sector, including in senior positions.



Based on ECES’ operational experience and lessons learned from having implemented activities in support of democracy and electoral processes in over 50 different countries over the last 10 years, ECES contributes to MEPA through the provision of content to ensure the relevance of the curriculum to practitioners’ needs when it comes to electoral assistance.

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.

Furthermore, through ongoing and future projects, ECES promotes the participation of electoral administrators to the MEPA programme, thus contributing to enhancing their competencies as well as the overall professionalism of the institution they belong to.

ECES personnel brings a comparative perspective with regards to election management from an electoral assistance and observation standpoint, and to the professional challenges that current and aspiring election administrators and practitioners are confronted with.

Under the COVID-19 context and through our INNOV-ELECTIONS' hybrid approach to training delivery, ECES will organise trial classes delivered by SSSA -clarifying the modality followed for the delivery of the MEPA modules-. ECES will complement the process through an approach that allows enrolled participants to follow the online master or modules, while receiving continuous coaching from projects’ experts.

The ECES-SSSA collaboration allows interested electoral stakeholders to register and attend the online master or any of the 19 individual modules of MEPA, all of which are also based on the electoral cycle approach.

Modules of MEPA:

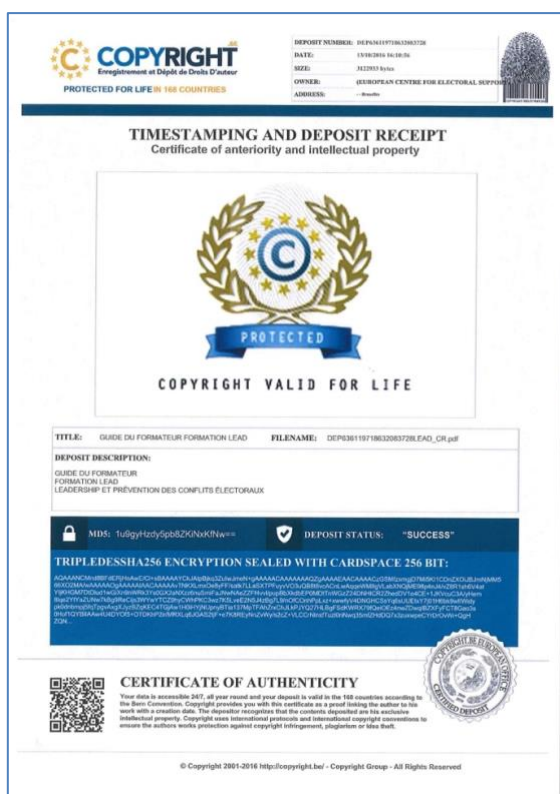
- | | |
|--|--|
| 1. Elections and Voting as Instruments of Governance | 2. Electoral Legal and Regulatory Frameworks |
| | 3. Electoral Management Bodies |

4. Electoral Systems and Managing Representation
5. Understanding and Managing Boundary Delimitation
6. Political Parties, Campaigns, and Political Finance
7. Electoral Planning and Budgeting
8. Voter Registration and Identification Systems
9. Electoral Operations
10. Marginalized Electorates and Special Voting Programs
11. Elections and Technology
12. Civic and Voter Education
13. Media and Elections
14. Electoral Integrity and Malpractice
15. Electoral Security and Conflict Prevention
16. Electoral Justice Systems
17. Electoral Observation, Evaluation, and Validation
18. Policy Advice and Electoral Reform
19. (Optional) Direct Democracy

The Memorandum of Understanding (MoU) between ECES and SSSA also foresees that all ECES recommended candidates benefit from discounted rates. The tuition for the single modules and the entire master varies according to the number of candidates: it is inversely proportional to the number of people one wants to enrol. Indeed, by enrolling more than 100 people one can halve the cost of individual modules and the master.

The MoU will allow ECES to negotiate with SSSA for the provision of modules based on a customised timeline and a customised course/ modules plan agreed between SSSA and interested MEPA candidates in order to ensure greater commitment.

1.3. Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD)



This ECES' copyrighted training is the result of its partnership with the Centre for Creative Leadership - Leadership Beyond Boundaries (CCL-LBB). The training explores ways through which representatives of electoral stakeholders -- namely representatives of electoral management bodies, non-governmental organisations, political parties, academics and practitioners -- can improve their leadership skills and adopt means to prevent and/or mitigate the escalation of electoral violence and conflict throughout the electoral cycle.

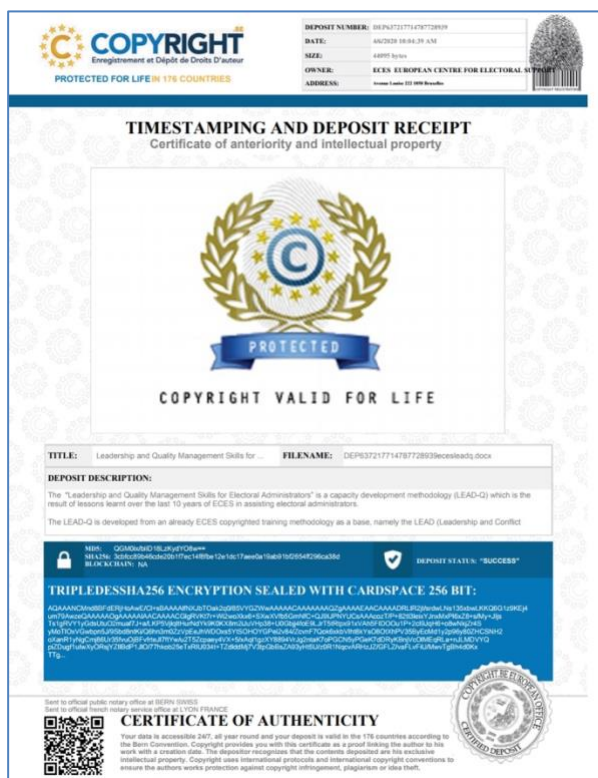
LEAD is a flexible learning tool that is customised according to the specific context and target groups. It provides participants with the resources and skills needed to replicate the training and thus guarantee its sustainability.

One of the strongest aspects of the LEAD methodology is the way it promotes knowledge dissemination as a built-in element in the training. By using the Training of Trainers (ToT) component, a pool of semi-certified LEAD trainers is established at first. Participants reach the level

of semi-certification after having successfully completed the entire LEAD ToT. Semi-certified LEAD trainers must facilitate a LEAD cascade training to accumulate experience in carrying LEAD training independently. Once a semi-certified trainer has facilitated a LEAD cascade in a satisfactory manner, together with a certifying LEAD trainer, the semi-certified trainer becomes certified. It is required that the certified LEAD trainer facilitates three LEAD cascade workshops and at least one Lead ToT in order to become certifying. This means, the certifying LEAD trainer can certify those who are semi-certified.

Since the start of the health crisis, ECES has worked on integrating all the elements of the LEAD training into an online programme and remote training methodology that is now ready to be delivered.

1.4. Leadership and Quality Management Skills for Electoral Administrators (LEAD-Q)



LEAD-Q is a capacity development methodology which stems from the lessons learnt by ECES over the last 10 years in assisting electoral administrators worldwide to strengthen internal efficiency, effectiveness and reliability.

The LEAD-Q is developed from the already existing ECES training methodology, the copyrighted LEAD.

LEAD-Q is original because it prescribes a set of rules, routines and procedures developed to address common weaknesses within electoral administrations targeting quality management in their electoral processes. If these rules, routines and procedures are applied, it will inevitably lead to greater internal effective performance but more, increased transparency.

The application of the procedures constitutes the final stage. Before that, the electoral administration must undergo training and forge institutional cohesion for the buy-in of the

quality management system of all the electoral administration's staff. The benefits are many and results are easily measured and assessed via specific indicators that are developed by ECES following its comparative experiences in more than 50 countries worldwide since 2010.

The LEAD-Q methodology is a tailored management model for EMBs and the decision to implement this management model should always be a decision coming from top management of organisations as this ensures sure the appropriate knowledge is not just acquired but also shared and used at all levels.

ECES LEAD-Q management model can be used by any EMBs, to assess the organisation's ability to consistently meet:

- Legal and regulatory requirements applicable to the services it provides
- The organisation's own requirements

- Objectives to enhance electoral stakeholders satisfaction and acceptance of results.
- All the requirements of this international model are generic.

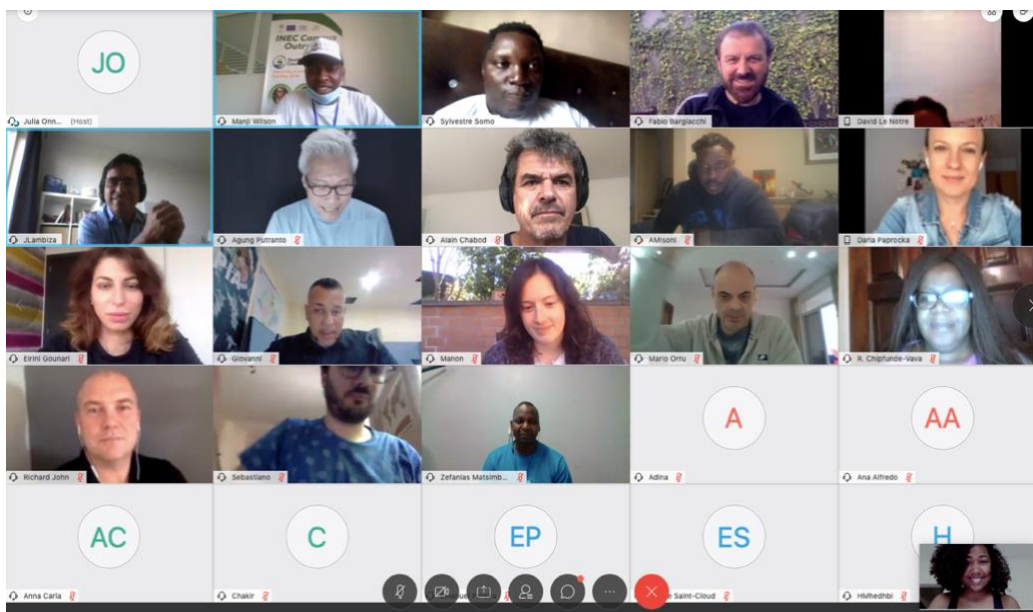
Some of the benefits of implementing the LEAD-Q methodology and ECES' management model for EMBS include:

- Leadership development
- Consistent control of organisational processes in elections
- Understanding and follow up of the needs of electoral stakeholders
- Increased internal clarity and knowledge on rules
- Increased internal clarity and knowledge on rules and procedures
- Increased potential for transparency
- Strict monitoring of electoral law requirements
- Electoral risk management-based thinking
- Participation and awareness of personnel to the electoral management process

Since the start of the health crisis, ECES has worked on integrating all the elements of the LEAD-Q training into an online programme and remote training methodology that is now ready to be delivered.

2. ACTIVITIES AT ONGOING PROJECTS LEVEL

Despite the COVID-19 context, ECES' beneficiary countries and national entities continue to be supported in their planned activities. These encompass activities related to the preparation for future phases of the electoral cycle, as well as activities that can be developed online or remotely. Hence, ECES is resorting to its capacity development capability to encourage and support its partners to undergo trainings that will increase staff and members knowledge on elections management and policy.



Training manuals are being developed and shared with targeted groups, and methodologies are being adapted to online training and remote delivery, as outlined before.

Some examples of how ECES continues to support national electoral stakeholders' activities remotely or online are outlined below:

- 2.1. Forming senior electoral officers on the Master in Electoral Policy and Administration (MEPA). Under the online MEPA, apart from training individual officers, ECES is also establishing trilateral agreements with some of its national stakeholders. The ECES-SSSA collaboration allows interested electoral stakeholders to enrol and attend the online master or any of the 19 individual modules of MEPA. The collaboration also results in the updating and upgrading of MEPA's contents, including the customisation of modules as per identified needs. For example, a national EMB can support the translation and customisation of the MEPA curriculum into local needs and language. Some partner EMBs aim to become a hub of electoral knowledge and capacity development in their country and region.
- 2.2. Increasing the leadership and strategic management capacity of EMBs in conducting transparent, accountable, gender-responsive and rights-based electoral processes, through activities such as:
 - Peer to peer online exchanges with members of other regional EMBs
 - Training on elections logistics and operations as well as 'on demand' advisory services
 - Gender Mainstreaming in all EMB's policies, including human resources and the polling staff recruitment strategy.
 - Support design of a Communication Strategy and Communication Policy
 - Electoral Integrity Training. Online and hybrid training on integrity and malpractice.
 - Developing policies-communication and standard operating procedures
- 2.3. Increasing the institutional and technical capacity of EMBs in conducting credible electoral process, through:
 - Production of Media and Election Guide
 - Development of Election Monitoring Tools
 - Support to Candidates Database
 - Support to Security Assessment
 - Supporting the development of resource mobilisation strategies and proposals
 - Logistics support
 - Training of EMB's graphic designers to produce Civic and Voter Education materials
- 2.4. Enhancing the liaison between EMBs and external stakeholders in favour of an inclusive and responsive electoral process, through:
 - Online Consultation Platforms
 - Facilitation of Civil Society Organisations dialogues
- 2.5. Preventing Electoral Violence through:
 - Electoral Political Economy Analyses reports development, conclusion and distribution
 - Mapping of fragile areas and development of specific training materials

- Continued consultations with existing early warning mechanisms in order to support the setup of the Early Warning System framework
 - Explore the use of all forms of media (print, radio, tv, social media, etc.) to reach a wider audience
 - Supporting CSOs building visibility and branding
 - Supporting EMB's Media Monitoring Units
- 2.6. Supporting Parliaments through online seminars and workshops on: Conflict Management and Conflict Resolution, Making Research more relevant to parliamentary agenda, Coaching/on-the-job training, Youth Workshop.
- 2.7. Supporting Political Parties through online meetings and workshops on: Young Political and Civic Actors Training Program, Women Coaching Program, Dialogue meetings for political parties on the participation of women in politics, Youth Dialogues Roundtables, Interparty dialogue, and Launching of the Civic Education Toolkits.

AUTHORS AND TRAINERS

FABIO BARGIACCHI

Co-founder & Executive Director

Fabio is the ideator of ECES and the co-founder together with Abbot Apollinaire Malu Malu.

He is a member of ECES Management Board and has been serving as Executive Director of ECES Management Unit since July 2011. Over his 10 years in this position, he -together with his colleagues- has led ECES to become one of the three most important electoral assistance providers for projects funded by the EU and recognised as one of the most important actors in the field globally, along with UNDP, IDEA, IFES, NDI and IRI.

He managed to lead ECES to sign more than 80 contracts to implement activities in more than 50 countries mostly, but not only, in Africa and Middle East, and with funding coming mainly, but not only, from the EU and its Member States. Fabio also led ECES in obtaining eight copyright certificates for the innovative methodological tools for the implementation of ECES strategy, called European Response to Electoral Cycle Support of which he is the main author. These copyrights include the Standard Operating Procedures (SOP), ECES Communication & Visibility Guidelines, the Electoral Political Economy Analyses (EPEA), the Electoral Security Threat Assessment, the project approach to contribute to Preventing Election-related Conflicts and Violence (PEV), the two cascade training curricula respectively called "Leadership and Conflict Management Skills for Electoral Stakeholders, LEAD" and "Leadership and Quality Management Skills for Electoral Administrators, LEAD-Q".

Fabio has been working in the elections field since the beginning of the 1990s. From 1997 onwards, he has continuously extended his expertise in the field of electoral support at the international level. In the period 1997-2004 he held a variety of posts in the field of electoral assistance and observation with the EU, the UN and the OSCE. He operated for long term assignments in countries such as Central African Republic, Zimbabwe, West Bank and Gaza, Zambia, Kenya, Nigeria, Haiti, Tanzania, Democratic Republic of Congo Suriname and Indonesia where he worked as Senior Election Operations Expert, Training/Reporting Advisor and Coordinator of EU Election Observers, among other senior positions .

Fabio also developed a deep knowledge in project cycle management, particularly in the Democratic Governance field as explicitly shown by his experience working for the European Commission at the level of the Delegation of the EU in Maputo (Mozambique) from 2001 to 2003 and at the EU Headquarters (European Commission, EuropeAid) in Brussels between 2004 and 2006 as Election Specialist.

From January 2007 to December 2010, Fabio served as Coordinator of the "Joint EC UNDP Task Force On Electoral Assistance" (JTF) and Senior Electoral Assistance Advisor at the UN/UNDP Brussels Office. During this period, he contributed to the establishment of the same Joint Task Force and oversaw its activities for the identification, formulation and support for the implementation of all the EC-UNDP electoral assistance projects. From October 2004 to December 2006, he worked as Election Specialist at the Directorate for Operations Quality Support of the EuropeAid and he was the coordinator and main author of the "EU Methodological Guide on Electoral Assistance". Fabio was, thus, involved in more than 70 UNDP projects amounting up to a sum of more than 600 million EURO from October 2004 till December 2010. Bargiacchi was also at the forefront of the conception and delivery of all the Joint EC UNDP IDEA effective electoral assistance, face-to-face and distance e-learning training from September 2005 till February 2011.

From January 2011 to February 2012, he worked as Chief Technical Advisor for the EU funded "Project in Support of the Electoral cycles for the six Portuguese Speaking Countries in Africa (Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe) and Timor Leste", implemented by UNDP (www.propalop-tl.org). This was the first ever trans-national electoral assistance project that focused exclusively on capacity development.

Considering the experiences with OSCE, UN/UNDP, EU and ECES, Fabio has dealt with electoral and democratisation processes in over 60 different countries and worked on the identification, formulation, implementation or evaluation of more than 100 electoral assistance projects since 1997.

From 2014 until 2019 Fabio has been as Member of the Board of the European Partnership for Democracy (EPD) serving as Vice President and Acting President from 2015 to 2017. EPD is one the most important network of European civil and political society organisations working on democracy assistance.

Fabio is a BRIDGE ACCREDITING training-facilitator and he is the main creator of the training curriculum "Leadership and Conflict Management Skills for Electoral Stakeholders, LEAD" conceived together with the Centre for Creative Leadership. He graduated in Political Science following studies at the University of Florence (Cesare Alfieri) and at the "Universite Libre de Bruxelles" and holds a Master of Arts on Society, Science and Technology after studies at University of Roskilde (Denmark) and University of Oslo (Norway). In the last 14 years has authored, coordinated, co-authored and contributed to a series of election-related publications and papers:

- Delivering Electoral and Democracy Support during the COVID 19 period. ECES preparedness and response: Innov-Elections (2020)
- ECES Standard Operating Procedures for the Implementation of the European Response to Electoral Cycle Support (2019)
- ECES Communication and Visibility Guidelines (2019)
- "The potential of EU Funded electoral assistance to support the prevention of election related conflict and violence: Lessons from the Southern African Region"
- EURECS - A European Response to Electoral Cycle Support (2016)
- Using International Standards. Council of Europe Handbook for Domestic Election Observers (2013)
- Essential Consideration of Electronic Voting published by International IDEA (2011)

- ISPI Working Paper on the Electoral Cycle Approach: Effectiveness and Sustainability of Electoral Assistance (2011)
 - EU and Peace building, Policy and Legal Aspects: EU Electoral Support: (2010)
 - EC-UNDP Operational Paper on Procurement Aspects of Introducing ICTs in Electoral Processes: the specific case of biometric voter registration (2010)
 - EC-UNDP Operational Guidelines. Implementation of Electoral Assistance Programmes and Projects (2006 and 2008)
 - ACE Focus on Effective Electoral Assistance (2007)
 - UNDP Electoral Assistance Implementation Guide (2007)
 - EC Methodological Guide on Electoral Assistance (2006)
- Languages: Italian, French, English, Portuguese and Spanish.

EVA PALMANS

Head of Electoral Advisory

Eva joined ECES in April 2012 as Senior Electoral Advisor and became Head of Programmes and Board member in August 2014. In 2020, she became Head of the Electoral Advisory. She is also ECES' representative for the regional office of Southern Africa, based in Madagascar. For about 15 years, Eva has been working in the field of elections, democracy and governance. She was the regional coordinator of Belgian NGO 11.11.11 in Central-Africa, managing projects with local organisations in the field of elections and democracy (civic education, election observation) for two years. In 2011, she worked as a political programme officer at the Madagascar office of the Electoral Institute for Sustainable Democracy in Africa (EISA). As a political expert, Eva participated in several EU Election Observation Missions (Burundi, Ivory Coast, Togo, Tunisia). With a Masters in Governance and Development and a PhD in Elections, Eva did substantial field research on political and electoral processes in Africa, building strong relationships with research networks and key actors in the sector. Eva is an accredited BRIDGE trainer-facilitator and certified LEAD trainer and has provided technical assistance to domestic observers and electoral management bodies. Since the beginning of 2013, Eva is running ECES' projects in Madagascar as Project Coordinator (PACTE-Madagascar, INCIPALS, the project "Accountability in Madagascar" funded by the Embassy of the United States, PEV-Madagascar). She is also actively involved in ECES' regional projects and the follow-up of the PAPES project in Senegal. As Head of Electoral Advisory she is providing support and advice to all existing programmes and is contributing to attracting new partnerships and funding. Currently, Eva is formulating a regional programme on "Peace, Stability and Governance" for the Indian Ocean Commission funded by the French development agency (AFD). Eva Palmans is the author of several publications such as:

- Using International Standards. Council of Europe Handbook for Domestic Election Observers (2013)
- Burundi's 2010 elections: Democracy and Peace at Risk? Conference: "Elections and Transition to Democracy in Africa" (organised by the African Research and Resource Forum (ARRF) (Dar-es-Salaam, 26-27 July 2012).
- Madagascar: Finally a way out of the political impasse? (2011)
- Les élections de 2010 au Burundi : Quel avenir pour la démocratie ? in Journal of African Elections vol.10 n°1 – EISA, June 2011, pp.48-73.
- Médias et politique en situation de crise: le cas du Burundi, PhD (June 2008), University of Antwerp. PALMANS, E., « La société civile au Burundi », in REYNTJENS, F. et S. MARYSSE, L'Afrique des grands lacs. Annuaire 2005-2006, Paris, L'Harmattan, 2006, pp. 209-232.

- “Burundi”, In: Africa yearbook; 2: Politics, economy and society south of the Sahara in 2005 / Mahler Andreas [edit.], e.a., Leiden, Brill, 2006, pp. 265-274.
- « Les médias face au traumatisme électoral au Burundi », in Politique Africaine N°97, Paris, Karthala, mars 2005, pp. 66-82.
- « La liberté de la presse au Rwanda et Burundi

VICTORIA FLORINDER

Head of Programmes & Resource Mobilisation

Victoria is ECES Head of Programmes & Resource Mobilisation Section and also as Senior Conflict Prevention Advisor in charge of all ECES projects that deals with conflict prevention, mitigation and management. Victoria form part of ECES coordination cell that oversees all ECES activities at headquarters and projects in the field. With a solid academic background from the Department of Government, Development Studies from Uppsala University and International Collaboration and Crisis Management from the National College of Defence in Stockholm, Sweden, Victoria joined ECES in November 2012 as Project Analyst after seven years of international work in the development sector, mostly in Africa and the Caribbean. Victoria's field of expertise is political psychology and election related conflict and violence. Given her background, Victoria was the lead team member of ECES most geographically diverse project entitled 'Preventing Electoral Violence in the SADC Region - PEV-SADC', that Victoria supported from Madagascar during her first 18 months with ECES. Since 2014, Victoria holds the position of Senior Conflict Management Advisor, she also acted as Project Director of the 'Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar – PROPEL' that delivered mediation support and political dialogue. Victoria is based half time in Brussels and the remaining time in Africa, in the SADC. Victoria is an accredited in Building Resources in Democracy, Governance and Elections training programme (BRIDGE) and an accrediting Leadership and Conflict Management for Electoral Stakeholder (LEAD) facilitator. Victoria's geographical experience ranges from West Africa, the Caribbean and Southern African Development Community (SADC) where she has worked for development cooperation programmes mainly funded by SIDA, the Swedish Foreign Ministry, and the Norwegian Refugee Council before joining ECES. She is fluent in English, Swedish, Italian and French.

JOSÉ LAMBIZA

Head of Administration & Finance

José has consolidated and extensive experience in contract and financial management of services, supplies contracts and grants schemes from administrative, financial, implementation, and monitoring aspects, based on the most updated PRAG procedures. José has a solid professional experience and worked for more than 20 years in the field of administrative and financial management, financial evaluation of reconstruction, development and democratisation projects. During his career, José developed a solid expertise in supporting the planning, implementation, management, control assessment and completion of national and regional projects. Jose is an accredited trainer in financial and contractual procedures in the framework of the European Development Fund. Jose has a specific professional experience in the African context, in particular, he worked in Angola, Mali, Mozambique, Niger, Guinea Bissau, Ethiopia and Kenya. Jose has a Master Degree in Economics - “Comparative Analysis of the Local Public Accountancy in Europe” from the Université Libre de Bruxelles (ULB) and a Diploma in Financial Analysis - “Primary Market for Equity and Initial Public Offerings” from the Inter-University Centre in Financial Analysis in Belgium.

DOMINIQUE WEERTS***Head of Operations & Projects Implementation***

Dominique Weerts holds a degree in journalism. He began his career as Communication Manager for a private company specializing in automatic identification. He then opted for the non-profit sector in restructuring the sector of youth organizations in Haiti, Rwanda and Burundi. Back in Europe, he was appointed advisor to the Minister of International Relations of the French-speaking Belgian Governments (Walloon Region and Brussels-Wallonia Federation), where he finalized several international cooperation agreements between the two regional governments and their partners in many Caribbean, Western and Central African countries. He then joined the National Centre for Development Cooperation (CNCD), the coordination of French-speaking Belgian international solidarity organizations as Secretary-General. It was during this period that he founded the African and Caribbean Policy Support Committee (CAPAC) with some Professors from the University of Liège, where he led numerous missions in support to decentralization in Central Africa. In the meantime, he joined the Cabinet of the Presidency of a Belgian French-speaking political party, in charge of International Relations, Asylum and Migration. He was then appointed as Political Secretary at the Senate of Kingdom of Belgium. It was at this time that he participated in the creation of ECES. He later joined Kinshasa as advisor to the Chairman of the Independent National Electoral Commission (INEC) of the Democratic Republic of Congo and as an expert in the High School of Electoral Training in Central Africa (EFEAC). Subsequently, he became the representative of ECES in the Republic of Guinea in the framework of the Credibility and Transparency Elections Support Program (PACTE-Guinea). He supported several projects implemented by ECES, notably in the Comoros, and most recently the European Union Support to Democratic Governance in Nigeria (EUSDGN-Component 1), a program dedicated to the technical assistance for the Independent National Electoral Commission (INEC) of Nigeria and the Preventing Electoral Violence and Education for Inclusion (PEV-EDI) in Nigeria, a program funded by the German Foreign Office. Currently, he is in charge of the Operations and Projects Implementation at ECES headquarters in Brussels.

DAVID LE NOTRE***Senior Global Electoral Adviser***

David is currently ECES country representative in Ethiopia. David served as the Project Director of the EU 'Project in Support of Enhanced Sustainability and Electoral Integrity in Afghanistan (PROSES)' and the Project Director of the 'Project in Support of the Credibility and Transparency of Electoral Process in Comoros (PACTE-Comoros II)'. Within the context of PACTE-Comoros I, David acted as Electoral Expert. Prior to that, David was Chief Electoral Officer for the United Nation Mission of Stabilisation in Haiti (MINUSTAH) to provide technical assistance to the Provisional Electoral Council. Before his service in Haiti, he served as Regional Coordinator in the Democratic Republic of Congo for the Presidential Elections in 2006, and as Head of Regional Office for the United Nations Office for Project Services (UNOPS), for the 2005 legislative elections in Afghanistan. David also worked for the International Organization for Migration (IOM) as Head of office in the Islamic Republic of Iran for the Out of Country Voting programme and as Chief Operations Expert for the Iraqi National Assembly election in Paris. From 2000 to 2004, David worked as Senior Transition Officer for the Organisation for Security and Cooperation in Europe (OSCE) in Kosovo. David holds a Master degree in History/ International Relations.

NANCY TOLENTINO
Senior Programme Adviser

Nancy is currently based in the ECES' HQ, where she is part of the Programmes and Resources Mobilisation section. Prior to joining ECES, she worked in the African Union Commission's Peace and Security Department (2016-2019). In the Conflict Prevention and Early Warning Division, she worked as the head of the Panel of the Wise Secretariat, planning and coordinating preventive diplomacy activities of the African Peace and Security Architecture pillar dedicated to direct prevention, the Panel of the Wise and of its two subsidiary mechanisms: Network of African Women in Conflict Prevention and Mediation (FemWise-Africa) and Pan-African Network of the Wise (PanWise). Additionally, she coordinated a team that developed policy and response options on the political and security situations in the 10 countries of the Southern Africa region. She was also the division's focal point for: Partnerships (UN, EU, NATO, and USA); Peace and Security Council; Peace Support Operations; flagship project Silencing the Guns by 2020; AU Agenda 2063; and AU Reform/ Peace Fund. Prior to joining the AU Commission, she worked in UNDP electoral assistance projects in post-conflict countries in Africa and Southeast Asia. This Cape-Verdean also works as a researcher for the Research Centre on Economic and Organizational Sociology (University of Lisbon) and authored books and academic articles on the nexus between development and migration. She owns a master's in development studies and International Cooperation from the University of Lisbon, and a bachelor's in business administration from the University of São Paulo. Nancy is fluent in English, French and Portuguese.

JOSÉ ENRIQUE ROMAN
Senior ISO Electoral Auditor

José currently holds the position of ISO Lead Electoral Assessor of the EU-JDID programme since April 2018. He has an extensive knowledge and experience as an Assessor-Consultant, Trainer and Auditor on Management Systems in different types of private and public organisations including EMBs. His 15-year long experience entails implementing Management Systems for different standards such as, ISO 9001:2015, ISO TS/54001:2019, ISO 14001:2015 and ISO 45001:2018. José Enrique has been a permanent member of Latin American Quality Institute that serves as liaison officer of ISO for all Latin America. He also acts as a speaker in international forums presenting subjects related to management systems such as the "Planning Model" and "Knowledge Management Model", among others. José Enrique is the co-founder and active Chief Executive Officer of "JE Consultores", a company based in México that provides services including auditing, training and implementation of management systems.

FRANCK BALME
Senior Electoral Adviser

Franck collaborated with ECES within a number of projects, notably the 'Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF)'. He is a specialist in providing targeted support and specialised assistance to domestic observer groups and CSOs and in establishing networks of domestic observation groups. Franck is an International Law Graduate and holds a Master in International Law and a second Master in International Management. In addition, he is a specialist in electoral observation and electoral technical assistance. Over the past thirteen years, he has acquired experience in a large number of ACP countries, including in post-conflict scenarios (such as Afghanistan and DRC), through appointments in UN, CoE, IFES, IOM and EU missions. Overall, Franck has participated in more than 25 electoral missions with responsibilities in field coordination, training delivery and

management. His in-country experience includes Cambodia (2008), Nepal (2008 & 2002), Kosovo (2007), Mauritania (2007), DRC (2006), Haiti (2006), Ethiopia (2005), Afghanistan (2003-2004), Nigeria (2003), Kenya (2002-2003), Timor-Leste (2001-2002), Ivory Coast (2000), Tanzania (2000). He was also the Domestic Observers and Regional Network coordinator for the Brussels-based NEEDS project, a position he held from 2008-2012. Franck is an active member of the ACE Electoral Knowledge practitioners' network and a semi-accredited BRIDGE facilitator as well as an accrediting LEAD facilitator.

ADOLFO CAYUSO *Senior Electoral Adviser*

Adolfo collaborates with ECES as a Regional Coordinator within the EODS II Project (Electoral Observation Democracy Support). He got involved in the first elections in Bosnia in 1996 after the end of the Balkan war. Since then, he has worked for the Office of Democratic Institutions and Human Rights of the Organisation for the Security and Cooperation in Europe (OSCE/ODIHR) as a Short-Term and Long-Term Observer, Supervisor, Registration Officer, International Adjudicator and from 2006 as an Election Analyst. He was also Deputy Chief Observer of the Carter Center and was a Regional Coordinator with the Organisation of American States. For a few years he worked for the European Commission as an Election Desk Officer designing and launching a number of Election Observation Missions. He has also participated in some Technical Assistance Missions with UNDP, the European Commission, the International Foundation for Electoral Systems (IFES) and the Council of Europe. He has participated in 3 UN Peacekeeping Operations (Rwanda, Guatemala and DRC). He has been an accredited BRIDGE facilitator since 2009 and a trainer for the Spanish Ministry of Foreign Affairs and the former European Commission's Network for Enhanced Electoral and Democratic Support. He recently joined the European Commission's Election Observation and Democratic Support as a trainer for Core Team candidates. He studied International Trade and Conflict Resolution and has worked with elections on five continents.

STEADMAN HARRISON *Senior Capacity Development & Training Expert*

Steadman is the former General Director, Europe-Middle East-Africa of the Center for Creative Leadership (CCL), based in Ethiopia (2009- 2015), and currently the Chief Executive Officer at Go/Innovation. With more than 25 years of experience, he is an expert facilitator, executive coach, and curriculum designer with a successful track record in large-scale complex projects providing results that matter. Steadman serves as an innovation catalyst to help design, deliver, and test new and sustainable models for human development that are inclusive, accessible, and affordable. He has supported interventions across all sectors with a special focus on government and non-government organisations. Steadman's experience as a senior faculty member and associate spans the Americas, Europe, Middle East, Africa, and Asia. For the past decade-plus he has trained extensively across the continent of Africa after establishing CCL's Social Sector Innovation Hub headquartered in Addis Ababa, Ethiopia. While working at CCL, Steadman collaborated closely with ECES in elaborating the Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD) course and has more than 20 years of experience in Leadership training over the globe and especially in Africa through CCL's initiative: the Leadership Beyond Boundaries (LBB), a global initiative to democratise leadership development. Through this effort, CCL-LBB works to make high-quality leadership development affordable and accessible to all people around the globe. CCL has begun creating low-cost leadership development programs, tools, and models that can be offered at the grassroots via NGOs, educational institutions, government agencies, and community organisations. Steadman

has a profound knowledge of Ethiopia through his more than five years mission in the country and regular visits including several missions in 2018.

RINDAI CHIPFUNDE-VAVA***Senior Electoral Adviser & Trainer***

Rindai is the Director of the Zimbabwe Election Support Network (ZESN). She is a political scientist and a Stanford University fellow. Rindai formerly served as the Zimbabwe Country Coordinator for Southern African Human Rights NGOS Network (SAHRINGON) and as the Program Coordinator for the Zimbabwe Human Rights Association (ZimRights). She has observed many elections under the different bodies of the Southern African Development Community (SADC), as well as in many countries in Africa, Asia, North and South America. She is a BRIDGE Accrediting Facilitator and certifying training in the Leadership & Conflict Management for Electoral Stakeholders (LEAD) methodology. Moreover, she has expert knowledge and understanding of key electoral issues and development at the national regional and global level from having worked over 20 years to support democratic and electoral processes.

ZEFANIAS MATSIMBE***Senior Electoral Adviser***

Zefanias has over 20 years of professional experience in electoral cycle support, working mainly in capacity building of electoral management bodies (EMBs) in Africa through coaching and facilitation of different electoral activities in the three phases of the electoral cycle. He is a Senior Accredited Facilitator of LEAD (<http://www.eces.eu/lead-background/>) an ECES (European Centre for Electoral Support) curriculum aimed at assisting EMB in raising capacities in-house and also improving their external relations and communication strategy with different electoral stakeholders. In 2018 and 2019 he worked as ECES Senior Electoral Advisor to support of the South African Independent Electoral Commission (IEC) to deliver the successful 2019 elections. He is also an Accrediting Facilitator for BRIDGE (Building Resources in Democracy Governance and Elections) an international curriculum crafted used as a tool within a broader capacity development of different electoral stakeholders. While working for EISA (Electoral Institute for Sustainable Democracy in Africa) as Senior Electoral Adviser in the last 15 years he gained relevant experience in supporting EMBs, CSOs, Media and Political Parties. EISA strives for excellence in the promotion of credible elections, citizen participation and strong political institutions for sustainable democracy in Africa. Matsimbe holds a PhD Degree in Political Science (University of Pretoria) and he is a Senior Lecturer and researcher on electoral studies, voting behaviour, intra and inter-party development, electoral dispute resolution, electoral systems, money and politics. He keeps a continuous link with the UP through collaboration through the Center for the Study of Governance Innovation in research projects.

ALAIN CHABOD***Senior Media Expert***

Alain is a senior media and communications expert – A former journalist and editor covering international affairs for European television channels (Arte, France 24), Alain has been involved in elections since 2010 as a media analyst and press expert mainly for the European Commission and the Organization for Security and Cooperation in Europe (OSCE). He has served as such in a dozen of international Election Observation Missions in Africa, Central Asia, Europe, Latin America and the Middle East. He started implementing election technical assistance projects in 2015 in Haiti with IFES. In 2017, Alain was Deputy Executive Director of Reporters without Borders (RSF), the leading Paris-based NGO advocating worldwide for

freedom of speech. Alain joined ECES in 2018, first in Afghanistan then in Nigeria. He holds a master's degree in journalism from the University of Strasburg.

EIRINI-MARIA GOUNARI

Senior Electoral Legal Expert

Eirini-Maria has participated as election or legal expert and team leader in more than 37 election observation missions, election expert, exploratory, election follow-up and technical assistance missions. She has been deployed in Africa, Asia, Oceania, Caribbean and Europe over the last 14 years, working with the European Union, the OSCE/ODIHR, the UNDP and UNOPS, the European Centre for Electoral Support (ECES) and The Carter Center. In addition, she has conducted trainings and seminars for legal analysts of EU missions, as well as of observers and diplomats during her participation in EU Election Observation Missions. Possessing a university degree in law and a post-graduate degree in European Union Law, she worked for seven years as criminal defense lawyer, being a member of the Bar Association of Thessaloniki, Greece. She also worked in Greek national election administration on an ad hoc basis, having participated in the organisation of eight election processes as president of polling centres. Finally, she cooperated as legal consultant with civil society organisations, universities and research centres on issues related to disability discrimination, gender-based violence and judicial reform.

DARIA PAPROCKA

Senior Electoral Expert

Daria has over 15 years working experience for international organisations such as the United Nations, UNICEF, the Organization for Security and Co-operation in Europe (OSCE), the European Union and the Council of Europe. During that time, she worked inter alia in Afghanistan, Azerbaijan, Georgia, Kazakhstan, Moldova, Serbia and Ukraine. Dr. Paprocka wrote her PhD thesis on Afghanistan's political system, capitalising on the experience she had acquired as a Political Affairs Officer at the United Nations Mission in Afghanistan. Since 2010, Daria Paprocka has been working as an electoral consultant, participating in a number of election observation missions of the OSCE Office for Democratic Institutions and Human Rights, in her capacity of Political & Campaign Finance Analyst or Deputy Head of Mission. Ms. Paprocka has also been working for the Council of Europe and the European Commission for Democracy through Law (the Venice Commission), providing advisory support to election management bodies. She specialises in electoral political economy analysis. Ms. Paprocka is a member of the Scientific Committee of the United Nations Institute for Training and Research in Malaga, Spain. In years 2016-2018 she taught, among others, Politics of Human Rights and Political Risk Analysis, at Marbella International University Centre.

ADINA BORCAN

Senior Communication & Electoral Expert

Adina holds a Master in European Studies from the University of West Timisoara (Romania) and from the Université Libre de Bruxelles (Belgium). She then completed her academic path with a PhD in Philosophy at the Alpen Adria University in Austria. Adina has an extensive working experience in election observation. Over the last eight years, Adina joined several European Union Electoral Observation Missions (EU EOM). In regard to this, Adina took part in the EU EOM to Bangladesh, Togo, Tanzania, Guinea, Kenya, Zambia, Nigeria, Congo, Algeria and Tunisia. As part of these missions, she monitored the overall electoral process, she participated and evaluated the quality of training for national observers and journalists and she was involved in media monitoring activities. More recently, she took part in the European Union Electoral

Assessment Mission (EU EAT) to Afghanistan as regional expert in the core team. Since 2013, Adina is also involved as editor in “Stiri pentru copii”, an on-line magazine. In this role, she organises media campaigns on children’s right as well as on the right to education. In 2015, Adina worked with ECES within the ‘Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF)’. In this context, she contributed as a LEAD facilitator to implement an intensive training process in Leadership and Conflict Management for Electoral Stakeholders (LEAD) that contributed to train more than 460 people all across Burkinabe territory.

References:

Partnership Between ECES and the Sant'Anna School of Advanced Studies on the Master in International Policy and Administration: <http://www.eces.eu/template/ECES%20-%20SSSA%20Partnership%20on%20MEPA.pdf>

International IDEA, papers on Elections and COVID19: <https://www.idea.int/our-work/what-we-do/covid-19-and-democracy>

Assessing Africa's 2020 Elections: <https://africacenter.org/spotlight/highlights-africa-2020-elections/>

Joint Statement on Peace Building and COVID19 Response.

For more information or expression of interest, please contact info@eces.eu

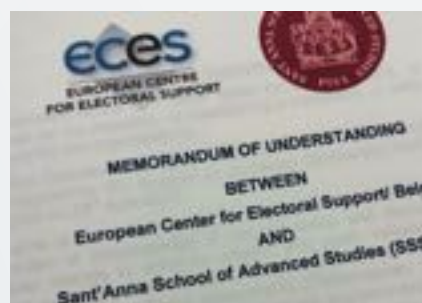
ANNEX - Partnership between ECES and the Sant'Anna School of Advanced Studies on the Master in Electoral Policy and Administration

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:



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.

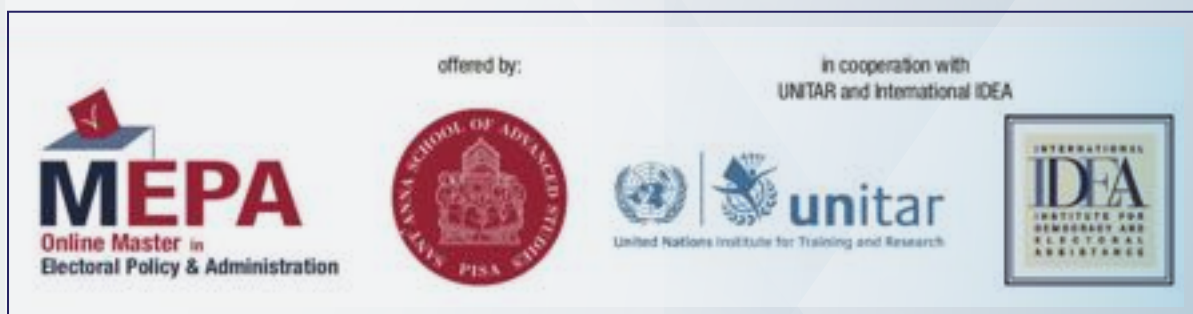
Given its consolidated practical experience, ECES, in collaboration with the EPD network, consolidated the lessons learned from supporting electoral and democratisation processes, in the innovative strategy called 'A European response to electoral cycle support' (EURECS)'.

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

ONLINE MASTER IN ELECTORAL POLICY & ADMINISTRATION



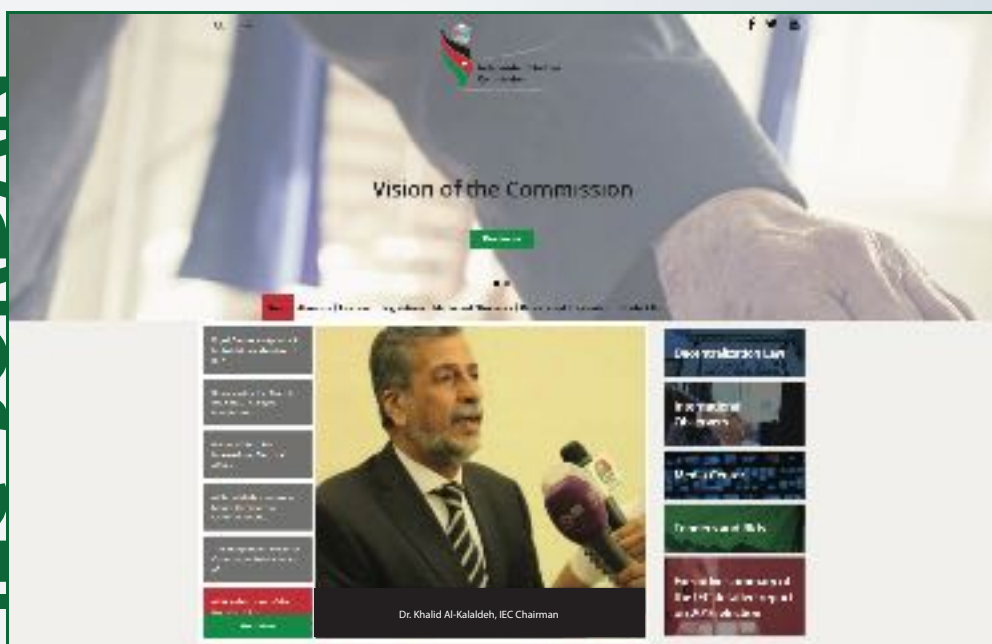
One of the key pillars of the ECES-SSSA partnership is the collaboration in the context of the online Master in Electoral Policy and Administration (MEPA) - **the only existing online Master Programme worldwide providing advanced learning on electoral processes for current election professionals and 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.**

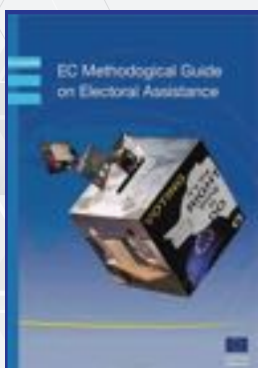
The trilateral ECES-SSSA-IEC partnership paved the way for other similar initiatives in countries where ECES is implementing projects, thus facilitating the accessibility and dissemination of MEPA curriculum.



www.iec.jo/en

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.

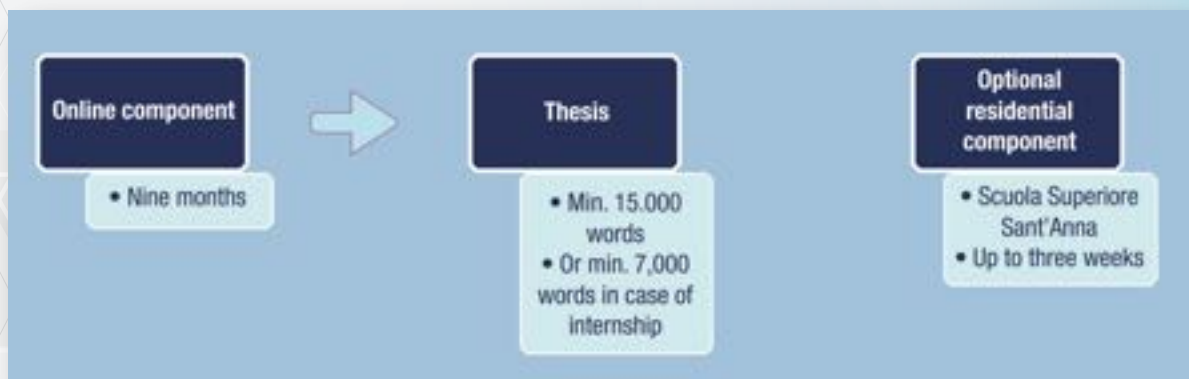
MEPA Structure

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.

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) and 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
- **Camille ROUAUD**, Programmes Coordinator, 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

KEY FATCS

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

Or, for individual modules:

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



Sant'Anna
 School of Advanced Studies - Pisa

[Home](#)
[About](#)
[Courses](#)
[Research](#)
[News](#)
[Contact](#)

[English](#)
[Italian](#)

[University](#)
[Degrees](#)
[Master Degrees](#)
[PhD](#)
[Advanced Education](#)
[Research](#)

[Sant'Anna, P.](#)

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



- ▶ **ELECTORAL POLICY AND ADMINISTRATION (MEPA)**
- ▶ **FAQS**
- ▶ **THE PROGRAMME**
- ▶ **INTERNSHIP AND PLACEMENT**
- ▶ **FEE'S AND SCHOLARSHIP**
- ▶ **ALUMNI**
- ▶ **PARTNERS**
- ▶ **FIRST EDITION 2024-2025**
- ▶ **ARCHIVE**

Master in Electoral Policy and Administration

Location: The Master will be offered online, with an optional residential phase in Pisa up to 3 weeks locally 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, 10 January or 1 April.

Italian University credits: Maximum 67.

Training hours:

- Online component – 300 months for a total of 480 hours (excluding individual study).
- Optional internship – min. 300 hours.
- Preparation and public defense of the thesis – 8 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 (10 Euro).

Application deadline: It will be possible to apply any time and applicants will be informed about their result within 6 weeks from the date of their application.

MEPA
Master in Electoral Policy and Administration

ATTACHMENTS

- [Call](#)
- [File PDF - 180 kb](#)
- [Accepted candidates / 4](#)
- [File PDF - 60 kb](#)
- [Accepted candidates / 4](#)
- [File PDF - 61 kb](#)
- [Accepted candidates / 4](#)
- [File PDF - 14 kb](#)
- [Accepted candidates / 4](#)

Sommario

Scuola Superiore Sant'Anna Via Garibaldi, 48
 56100 Pisa (Italy)
 Tel. +39 050 858888
 Fax. +39 050 858880
 Email: info@scuola-superiore.it

[illegible]

**Av. Louise 222, 1050 Ixelles
Bruxelles, Belgique
+32 2 325 55 58
info@ecēs.eu**



facebook.com/ecēs.eu



@ecēseu



@ecēs.eu



youtube.com/user/ECēSeu



**2020
COVID-19
RESPONSE**

www.ecēs.eu