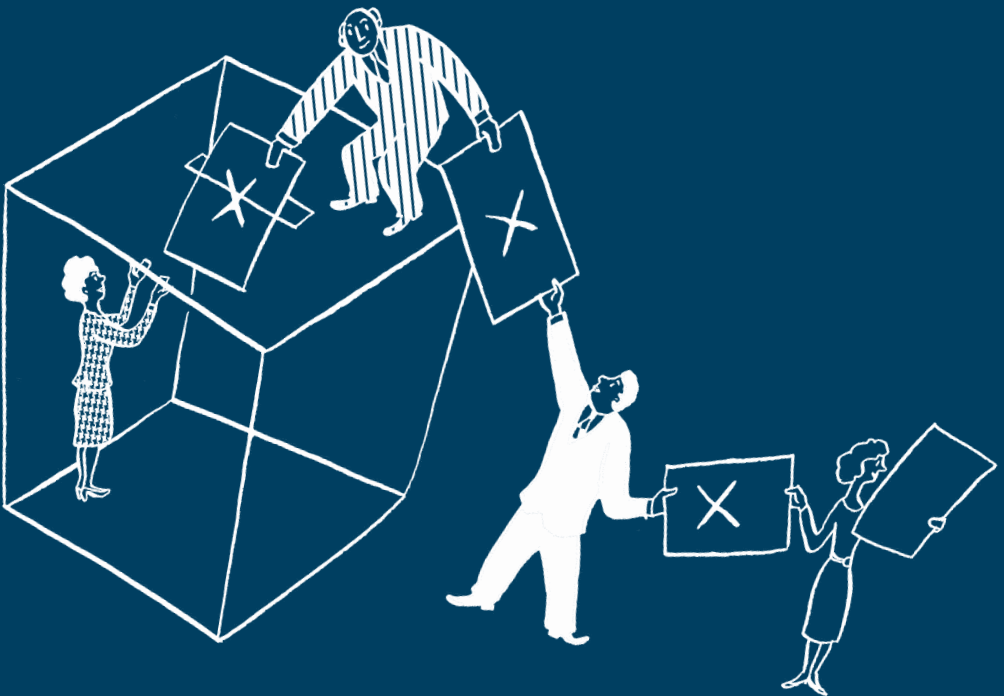


# Managing elections

Techniques and perspectives



**One-week study programme**  
13 to 17 September 2010



PAI is accredited by the  
British Accreditation Council  
for Independent Further and Higher Education

### **About the programme**

Recent years have seen a considerable increase in elections being held around the world. Numerous countries emerging from conflict or from authoritarian regimes are looking to elections as a positive step towards democratic governance. Established democracies also continuously seek to optimise the way they manage elections, as modern technologies provide new mechanisms for improvements in citizen participation and electoral administration.

Electoral administrators are faced with immense operational tasks in often challenging political environments. It is increasingly recognised that solid professional knowledge and skills are required to manage electoral processes effectively. The international community is introducing global standards, and examples of best practice for effective and accountable elections management are accumulating.

However, electoral administrators do not always have ready access to such information. Formal opportunities for training in election management are still rare. There is a lack of opportunity to meet with counterparts and exchange expertise at an international level.

With this study programme, PAI aims to offer vital information on how to best manage elections. The programme is designed to provide electoral administrators - and other election stakeholders from public administration, civil society, political parties and the media - training in the most effective electoral management techniques and hands-on, practical skills. Programme participants will also meet with counterparts from the United Kingdom and Europe, to learn about best practice and latest trends, and to establish useful contacts. PAI has a recognised track record in public administration training and can draw on its relations with key UK electoral institutions and a pool of senior-level election experts and practitioners who will share their experience with programme participants.

The UK is an interesting example of how electoral processes can be managed effectively. While every country's electoral administration is to some extent unique, many features from the UK can be found throughout the Commonwealth and the English-speaking world. In addition, the UK has tested the use of modern technology in elections and drawn useful conclusions. Furthermore, PAI can offer interventions by practitioners with abundant international experience to provide a comparative perspective beyond the UK.

### **How participants will benefit**

The study programme is designed to enable participants to:

- Broaden their knowledge of practices, recent developments and innovations in electoral processes, using a comparative analysis of the UK and other countries
- Exchange experiences with fellow election professionals from a range of other countries participating in the programme
- Identify aspects of UK and international experience that can be applied in their own countries
- Improve their day-to-day management and planning skills with appropriate and effective tools and techniques
- Enable participants to interact and communicate effectively with election stakeholders in their own countries (for example, civil society, observers, political parties and the media)
- Introduce participants to key experts and practitioners in the UK and from countries participating in the programme, enabling them to create lasting networks for exchange and knowledge transfer.

### **Who is it for?**

The study programme targets the following key stakeholders in electoral processes:

- Officials from election management bodies
- Senior officials from government, public administration and election tribunals who are actively involved in the electoral process
- Members of political parties
- Representatives from the media
- Election observers
- Representatives of civil society
- International professionals and officials involved in electoral assistance.

### **What the programme will cover**

The programme will concentrate on the UK electoral system and administration but will draw on comparative experience from other countries. Recognising the variety of electoral systems and methods of managing elections, the programme will be adapted as far as possible to the needs and backgrounds of participants, while demonstrating generally applicable best practice and international standards. Participants will contribute examples from their own countries to encourage an exchange of experiences and expertise among participants in the course of the programme.

The programme will consist of briefings, training modules, discussions and visits.

The aim is to make the programme as interactive and participatory as possible and to provide participants with hands-on practical experience. The briefings and training modules will be delivered by experienced speakers, including academics from top UK universities, election administrators, public officials and election experts and consultants. Tutors will facilitate practical exercises and discussions among participants to build and exchange experiences.

A key feature of the study programme will be visits to UK institutions where participants can meet with counterparts, experience election administration or policy-making in action and establish useful contacts.

## Programme outline

	AM	PM
Day 1	Welcome and introduction Participants' informal presentations on own countries' election administration experiences	Elections in the UK: an overview of systems, processes and trends
Day 2	<i>Visit to UK Electoral Commission</i> Ensuring integrity and public confidence in the democratic process	Political party election campaigns: financing and effective planning
Day 3	<i>Visit to a Returning Officer at a London Borough</i> Election management in the UK	Strategic planning in election management: thinking ahead and staying in control  Practical exercise – Developing a strategic plan for an electoral cycle
Day 4	<i>Visit to the Commonwealth Secretariat</i> Putting elections into perspective: international standards and best practice	Ensuring the transparency and accountability of elections  Modern election technology: a critique of technology-based approaches and their feasibility in different contexts
Day 5	Reaching out: working effectively with voters, the media, political parties and observers.  Practical exercise – Communication and outreach techniques	Review and evaluation  Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

**Application form**

**Managing elections  
Techniques and perspectives**

**13 to 17 September 2010**

Please complete this application form and post, fax or email to:

Clare Walters  
Programme Manager  
Public Administration International  
10 Bayley Street  
London WC1B 3HB UK  
T +44 (0)20 7580 3590 F +44 (0)20 7580 4746 pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details.  
[www.public-admin.co.uk](http://www.public-admin.co.uk)

**Please print clearly in black ink and in capital letters**

**Personal details**

First name \_\_\_\_\_

Family name \_\_\_\_\_

Title (Prof. Dr. Mr. Mrs. Ms. etc.) \_\_\_\_\_

Nationality \_\_\_\_\_

Dietary requirements \_\_\_\_\_

Disabilities \_\_\_\_\_

Have you participated in a PAI study programme before? \_\_\_\_\_

If yes, which programme(s)? \_\_\_\_\_

Date of programme(s)? \_\_\_\_\_

**Current position**

Title of post \_\_\_\_\_

Employer \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_

Email \_\_\_\_\_

Brief description of your main role and responsibilities \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Application form**

**Education and professional training**

Please provide brief details of your education and professional qualifications and training

---

---

---

School/college/university

---

---

Relevant professional qualifications or membership of professional bodies

---

---

**Particular interests**

Please indicate which aspects of the programme are of most interest to you

---

---

---

---

---

---

---

---

**Sponsoring organisation**

Who will pay your fees?

---

---

---

Who will pay your other costs such as travel and living costs?

---

---

---

**Value Added Tax (VAT)**

I certify that I am employed by the Government of \_\_\_\_\_ in furtherance of its sovereign activities (please refer to note on VAT under 'Fees and other costs')

Signature

---

Date

---

We reserve the right to cancel the programme if there are not enough participants to make it viable. In these circumstances, fees already received will be refunded in full.

### **Language**

The programme will be conducted in English. Participants will be expected to have a good working knowledge of the language.

### **Location and arrival arrangements**

The study programme will be based in central London. On request, PAI can assist in finding suitable hotel accommodation and can arrange travel to and from the airport.

### **Fees and other costs**

The fee for this one-week study programme will be £1,810. This includes tuition, travel to and from the airport in London, travel on scheduled visits<sup>1</sup>, printed material and other documentation. UK Value Added Tax (VAT) will not be charged if applicants can provide written confirmation from their government or its accredited representative that they are employed by their government in furtherance of its sovereign activities. In all other cases, VAT (currently 17.5%) will be charged in addition to the fee. Payment in full must be received by PAI no later than 13 September 2010. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

If participants cancel their booking within 21 calendar days of the start of the programme we will charge £250 to cover administration costs. Alternatively, fees already received can be held as a credit towards the cost of future PAI study programmes.

Airfares, accommodation costs, daily travel (other than on visits scheduled in the programme), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher standard of accommodation (for example a 4 star hotel) will need to allow approximately £175 per person per day.

<sup>1</sup>Travel to and from the airport in London and travel on scheduled visits in the programme are provided at cost.

### **Discount**

We offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth participant (in any one calendar year) you let us know so that we can apply the discount.

### **Insurance**

Participants are advised to arrange travel and health insurance cover before leaving their home country.

### **Programme Director**

The Programme Director is Tim Bittiger. Tim is an experienced electoral expert with a career of over ten years in governance and election assistance. He has worked as senior programme manager, team leader and consultant with key international agencies and not-for-profit organisations in various transition countries in Africa and Eastern Europe.

Tim has co-ordinated international initiatives for election reform in Albania, working as Head of Local Government Department with the Organisation for Security and Co-operation in Europe (OSCE) in Tirana. He has developed and managed large-scale election programmes in the Balkans and Eastern Europe and has co-operated with UK electoral bodies as Senior Programme Officer for the London office of the International Foundation for Electoral Systems (IFES), a leading electoral assistance provider. Since 2005, Tim has worked as a free-lance consultant for the European Commission and other agencies, advising on the preparation and implementation of elections in Eastern Europe, the Great Lakes and West Africa.

Tim studied history, political science and public law and holds a master's degree from Oxford University. He has published several articles on elections and democracy, in academic journals and in publications of the International Institute for Democracy and Electoral Assistance (IDEA), IFES and other institutions. He is fluent in English, French and German.

### **Public Administration International (PAI)**

PAI specialises in management consultancy and development services for organisations in and associated with the public sector. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes

practitioners, academics and independent consultants. The promotion of good governance and best practice are our key objectives. This programme is one of a number of specialist UK-based study programmes designed to meet the needs of public services worldwide.

#### **How to apply**

Please complete the attached Public Administration International application form and post, fax or email it to:

Clare Walters  
Programme Manager  
Public Administration International  
10 Bayley Street  
London WC1B 3HB  
UK  
**T** +44 (0)20 7580 3590  
**F** +44 (0)20 7580 4746  
pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details: [www.public-admin.co.uk](http://www.public-admin.co.uk)

If you would like to discuss the programme or to find out more about Public Administration International and our services, please contact:

Claire Cameron  
Director  
Public Administration International  
**T** +44 (0)20 7580 3590  
pai@public-admin.co.uk

We also have extensive experience of designing tailor-made programmes (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Public Administration  
International

10 Bayley Street  
London WC1B 3HB  
**T** +44 (0)20 7580 3590  
**F** +44 (0)20 7580 4746  
pai@public-admin.co.uk  
[www.public-admin.co.uk](http://www.public-admin.co.uk)