



Safeguarding Health and Elections

Ensuring the Safety and Integrity of Elections During COVID-19 and Beyond

What is iEXCEL?

iEXCEL is a scenario-based electoral leadership curriculum that develops the skills needed to **strengthen institutional independence, deliver elections within the context of a crisis, resist manipulation** of elections by political actors, and **foster institutional resilience and capacity**. **independence, deliver elections within the context of a crisis, resist manipulation** of elections by political actors, and **foster institutional resilience and capacity**.

Electoral leaders operate in a unique and challenging space. They may be required to carry out their mandates at the center of fundamental transitions, under enormous political pressure, and while facing uniquely complex challenges to their independence. A new challenge for electoral leaders comes from the proliferation of new media and election technologies that offer bad actors evolving opportunities to undermine electoral institutions, processes, and public perceptions. These actors are increasingly flexible and innovative, and many election management bodies (EMBs) do not have the capacity to respond effectively.

What topics does iEXCEL address?

iEXCEL contains four comprehensive and reinforcing modules, each focused on a different aspect of electoral leadership:

- ✓ Introduction to Electoral Leadership
- ✓ EMB Independence
- ✓ Ethical Leadership
- ✓ Crisis Leadership

Each module includes a realistic simulation or set of scenarios. In the Ethical Leadership module, participants will engage in a series of “snap” ethical decisions in the context of elections. In the EMB Independence module, participants will role play an Election Day scenario, interacting with different stakeholder groups. In the Crisis Leadership module, participants will practice risk mitigation planning and handle an Election Day technology crisis.

Who can benefit from an iEXCEL training?

The intended audience for this training program is senior electoral leaders – both new leaders and those who have managed elections in the past but who may be facing new challenges. The curriculum was designed with a particular focus on EMB chairpersons and commissioners, but the curriculum may also be impactful for CEOs and departmental leaders within the EMB.

How is iEXCEL delivered?

The curriculum can be delivered in many different circumstances to best meet the needs of the EMB. For example, it can be delivered as a retreat for existing leaders, as an orientation for new commissioners, or as a rapid response measure before a challenging election. It can also be delivered as part of a focus on the long-term institutional-strengthening of the EMB that includes
