



EUROPEAN CENTRE
FOR ELECTORAL SUPPORT



SIGNING

Between A-WE

JANUARY 18, 2016



ORGANISATIONAL PROFILE 2012 - 2016

ABOUT US



The European Centre for Electoral Support (ECES) is a non-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 projects and large basket funds in favour of electoral processes worldwide. ECES works with all electoral stakeholders including electoral management bodies, civil society organisations involved in civic & voter education and election observation, political parties and parliaments dealing with electoral reforms, media, security forces and legal institutions confronted with electoral dispute resolution. One of ECES' key areas of expertise is the prevention, mitigation and management of election related conflicts and violence.

ECES holds the Vice Presidency of the European Partnership for Democracy (EPD) and coordinates the implementation of a joint strategy devised together with the partners of EPD. The strategy "A European Response to Electoral Cycles Support" is based on the broad joint experiences of the EPD network. In accordance with the EU's policy direction on electoral assistance, the EPD network is able to provide electoral support in third countries that ensures the safeguarding of European values throughout the process. EPD is the most important network of European civil and political society organisations working on democracy assistance. EPD is also the first Community of Practice providing democracy assistance as a sounding board to the EU. The Community of Practice is essentially advocating for a stronger presence of democracy support on the European Union's agenda and facilitates the exchange of knowledge and best practices. EPD members have implemented activities in **190 ongoing projects in 128 countries. There are 1200 people presently working for the different members of EPD, including in its 49 Regional offices.**

In June 2016, ECES participated in the European Development Days (EDD 2016). During the **EDD 2016**, ECES and EPD presented the lessons learned from supporting democratic and electoral processes in fragile contexts through inclusive dialogue and enhanced leadership capacities.

During this event, ECES and EPD were represented during the high-level panel "Implementing Sustainable Development Goal 16 for peaceful and inclusive societies - Opportunities and challenges in the security and development nexus".



Thijs Berman's intervention during the high level panel "Implementing Sustainable Development Goal 16 for peaceful and inclusive societies - Opportunities and challenges in the security and development nexus"



ABOUT US

The high-level panel was chaired by the High Representative of the Union for Foreign Affairs & Security Policy/Vice-President of the European Commission (HRVP), Federica Mogherini. The following personalities contributed to the discussions: the newly elected presidents of the Central African Republic (CAR), Faustin-Archange Touadéra, and Burkina Faso, Roch Marc Christian Kaboré and youth activist Marouane Bakin, founders of «Makers of Hope for Human Rights».

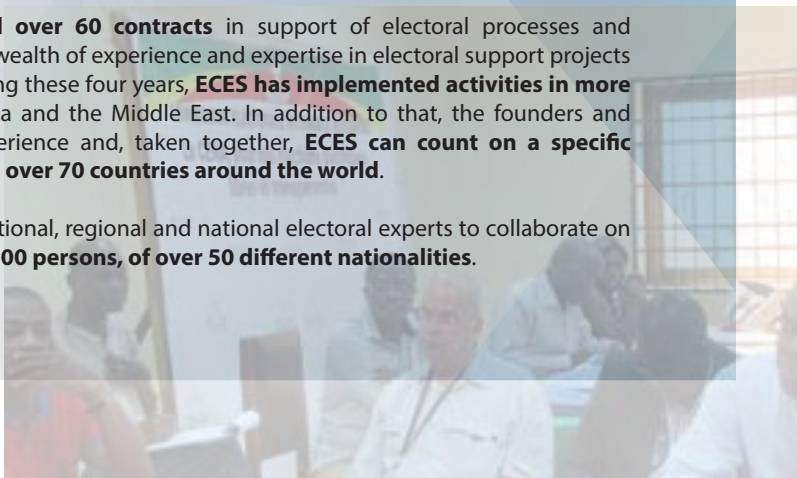
At this esteemed panel, Thijs Berman represented ECES and EPD and brought his multi-faceted professional experiences as former member of the European Parliament and several times Chief Observer of EU Electoral Observation Missions, most recently in Afghanistan, amongst other professional undertakings in the democracy field. Thijs Berman, who is currently the head of the EU funded project, implemented by ECES in CAR and aimed at supporting the National Authority for Elections, stressed the importance of promoting inclusive electoral processes and electoral integrity in fragile contexts in order to contribute to a lasting and durable peace - an essential precondition to sustainable development.



High-level panel "Implementing Sustainable Development Goal 16 for peaceful and inclusive societies - Opportunities and challenges in the security and development nexus", from the left: Marouane Bakin, President Roch Marc Christian Kaboré, HRVP Federica Mogherini, President Faustin-Archange Touadéra, Bénédicte Paviot (Moderator) and Thijs Berman.

From February 2012 to February 2016, **ECES signed over 60 contracts** in support of electoral processes and strengthening of democratic institutions. ECES boasts a wealth of experience and expertise in electoral support projects stemming from nearly all regions across the globe. During these four years, **ECES has implemented activities in more than 35 countries** mainly, but not exclusively, in Africa and the Middle East. In addition to that, the founders and personnel of ECES have acquired extensive field experience and, taken together, **ECES can count on a specific knowledge bank from its well-established network in over 70 countries around the world.**

ECES employs a balanced blend of highly skilled international, regional and national electoral experts to collaborate on our projects. **ECES has thus far contracted more than 700 persons, of over 50 different nationalities.**



ABOUT US



Sustainability and local ownership of all ECES activities are essential. **Capacity enhancing workshops of various themes covering the electoral cycle are offered by ECES**, notably the training programme on Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD), on Effective Electoral Assistance (EEA), BRIDGE (Building Resources in Democracy Governance and Elections) and Election Observation, has so far **reached over 2500 persons**.

As part of the on-going development of advisory services and operational support for all electoral stakeholders, ECES seeks to continuously facilitate exchanges of experience and explore new strategic partnerships with other international and regional organisations and networks in the democracy and electoral fields. **ECES' currently network of funding, strategic and implementing partners amounts to over 70 diverse organisations worldwide.**

The EU and its Member States are ECES' largest donors by far, however ECES has been funded by and collaborated with **more than 20 donors**.

ECES' founding members decided for the Headquarters to be located in Brussels as one of the biggest diplomatic hub in the world, hosting most of the European Institutions and the North Atlantic Treaty Organisation – NATO headquarters. In addition to that ECES' founders and members of its management board have been based in Brussels for more than 20 years and have held senior managerial and advisory posts within the European Commission, United Nations and International Organization of Migration, served as elected members of the European Parliament or served at Ambassadorial level to the EU institutions. **This allows ECES to plug into a deep understanding of the functioning of the EU institutions and the interactions with other international organisations and countries' representations to the EU institutions in Brussels when it comes to democracy and electoral support.** ECES is however a decentralised organisation with field offices and liaison offices in most places where it has ongoing projects, to bring activities closer to our partners in third countries.



A part of ECES Team during the EDD 2016





FACTS & FIGURES

> 60

Contracts signed since
February 2012

> 35

Countries where ECES
Implemented its activities

> 750

International & National
Personnel recruited

> 50

Different nationalities
contributing to ECES projects

> 2500

People Trained (LEAD, BRIDGE,
EEA and Election Observation)

> 20

Strategic partners
Worldwide

> 50

Implementing partners
Worldwide

> 20

Donors (EU, EU member States,
Intl Organisations, EMBs)



OUR STRATEGY



When implementing projects, ECES focuses on:

- **Integrating electoral support into wider democratic and development efforts**, such as parliamentary development, anti-corruption, empowerment of marginalised groups, education, combining access to the rule of law, security and justice;
- **Enhancing national and local capacities**, linked to the regional and global level through projects geared towards South-South cooperation, peer reviews and exchange of experiences.
- **Using strategic operational and financial planning tools** to support phased approaches within the electoral cycle and the identification of clear-cut indicators to ensure appropriate monitoring and attainment of results.
- **Increasing support to regional and national schools of electoral administration** and to the development of academic curricula concerning electoral studies, including distance education and eLearning programmes based on sustainable and cost-effective communication technologies.
- **Promoting synergies** between election observation on one hand and electoral assistance on the other, encouraging the use of observation findings and recommendations as the starting point for the formulation of new interventions.
- **Developing leadership and conflict management skills** for electoral stakeholders to better deal with complex multi-faceted challenges of organising and managing electoral events in a sometimes unpredictable and volatile environment.



LEAD Training in Burkina Faso



Shooting of a civic education movie in Comoros





OUR KEY ACTIVITIES

- **Capacity development:** in order to ensure the sustainability of electoral support, the ownership of the results, the long term professionalisation of electoral stakeholders and capacity building efforts are key elements of ECES activities. Within the trainings covering the electoral cycle offered by ECES, the training programme on Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD), whose cascade methodology and accreditation process, allows to maximize the impact while guaranteeing the quality of the courses (LEAD programme is presented in further details at pg. 16);

- **Advisory support:** provision of specific, high quality, flexible and customizable electoral expertise in view to develop appropriate and effective answers to the needs of national authorities and electoral stakeholders;

- **Procurement of electoral material:** development of acquisition plans on behalf of donors and in full compliance with the procedures and technical specifications, which allows to identify the needs, develop the most appropriate management methodology and chronogram taking into account the challenges related to the electoral calendar;

- **Logistics and operational support:** evaluation of the strengths and weaknesses of the logistic and operational electoral chain in order to improve it in terms of effectiveness, timing, cost, sustainability, while providing support to logistic operations (inventory, electoral kit, deployment and storage of electoral material, etc.).

- **Design and securisation of ballot paper:** a number of studies demonstrated that the order of candidates, text typography and layout such as the presence of logos and photos are not neutral ballot paper's elements. In order to ensure a fair and equal treatment to all candidates, a digital processing of candidates and political parties logos allow standardizing the presentation in line with common rules (background, colours, and templates). Moreover, in line with the identified needs, ECES can provide advice and support to the implementation of solutions for securing ballot papers;

- **Transmission of election results:** support the design and implementation of transparent, effective and credible results transmission systems, which can contribute to the facilitation of acceptance of results while reducing the risk of accidents and violence;

- **Media monitoring and institutional communication:** media monitoring, which consists observing in media contents using quantitative and qualitative analysis in the long run, is essential to evaluate the media coverage of the electoral process, pluralism and citizens' perception of the Electoral Management Bodies (EMB) and the electoral process. Due to the analysis on the perceptions of the EMB, this institution can count on reliable data to develop appropriate answers and reactions to orient strategically its institutional communication, thus strengthening the overall credibility of the EMB. Institutional communication activities also contribute to the improvement of EMB visibility through a number of means of communication such as information sheet, brochures, web-site, social networks etc;

- **Confidence-building dialogue initiatives (regional, national and community level):** such activities can contribute to strengthening and consolidating a wide range of electoral stakeholders' commitments and adherence to common and shared democratic values. Dialogue initiatives, which are particularly relevant in contexts characterized by fragile institutional settings and by the risk of instability and electoral violence, can take different forms which range from local-grassroots and community level to national, regional and international initiatives;

- **Religious networks and association mapping and inter- and intra-faith dialogue, with potential to counteract extremism and radicalization:** inter-and intra-faith dialogue has the potential to deal effectively with political and electoral challenges, and contribute to the progress of democratisation and peaceful conduct of elections in ways that will give meaning and direction to followers of different faiths, anchored in religious guidance. In this context, pro-peace messages can be conveyed through education, public information and religious media. Intra-faith dialogue is meant to explore ways how to bridge potential divides between the direction of moderate groups and new emerging groups especially youth groups.

OUR KEY ACTIVITIES



● **Crisis management/mediation process with key electoral stakeholders including political leaders:** support various local forums such as a panel of influential persons including nationals and senior mediation and conflict management expert who can advise and support the panel. The panels are meant to engage in structured political dialogue on various levels, to eventually be linked and constitute a broad platform to which an extended group of key players can plug into. In this context, ECES can provide the secretariat for various local panels and provide inputs and guidance as needed in case an electoral crisis emerges.

● **Link existing peace-building projects to early warning mechanisms:** this activity seeks to tap into already ongoing local initiatives along these lines that need strengthened coordination to enhance effectiveness. Information generated from media reporting and research taken together with complimentary undertakings is fed into an Early Warning network in which ideally a broad range of stakeholders monitor and report on potential escalation of violent conflict and flashpoint areas. Early warning mechanisms may be further enhanced by putting in place a Situation Room. The situation room could be virtual and kept in a dedicated web-space hosted by a secured website, complemented by physical meetings at specific points in time for real-time and multi-stakeholder analysis of the conflict data.

● **Political dialogue:** strengthening and consolidating electoral stakeholders' commitments and adherence to common and shared democratic values. This activity, which is particularly relevant in contexts characterized by fragile institutional settings and by the risk of instability and electoral violence, can take the form of a Panel of the Wise, which consists of a dialogue among eminent and respected personalities aimed at identifying common and shared solutions to disputes;

● **Management of Basket Funds (EU and other donors):** through the adoption of transparent management procedures in line with "best practices" of the sector, ECES is able to maximize the coherence and the complementarity of external contributions to the electoral processes in view to avoid duplication of efforts, ensure the full coverage of all aspects of the process as well as the best "value for money". ECES also adapts its procedures to the management of basket funds - whose use is monitored by regular audits - in accordance with the specific donors' requirements.

● **Support EMB to enhance their capacity to manage donors' funds including reporting and procedures and expending evaluation:** fully in accordance with the Paris Declaration on Aid Effectiveness and the Busan Partnership, ECES, while ensuring the transparency and traceability of funds' usage, support beneficiaries to become really autonomous in managing financial contributions. Such support aims at strengthening the professionalism of beneficiaries and make them eligible for receiving and managing external contributions using their own reporting and evaluation procedures.



Pacte-BF Team



Loading of Electoral Material

OUR KEY ACTIVITIES

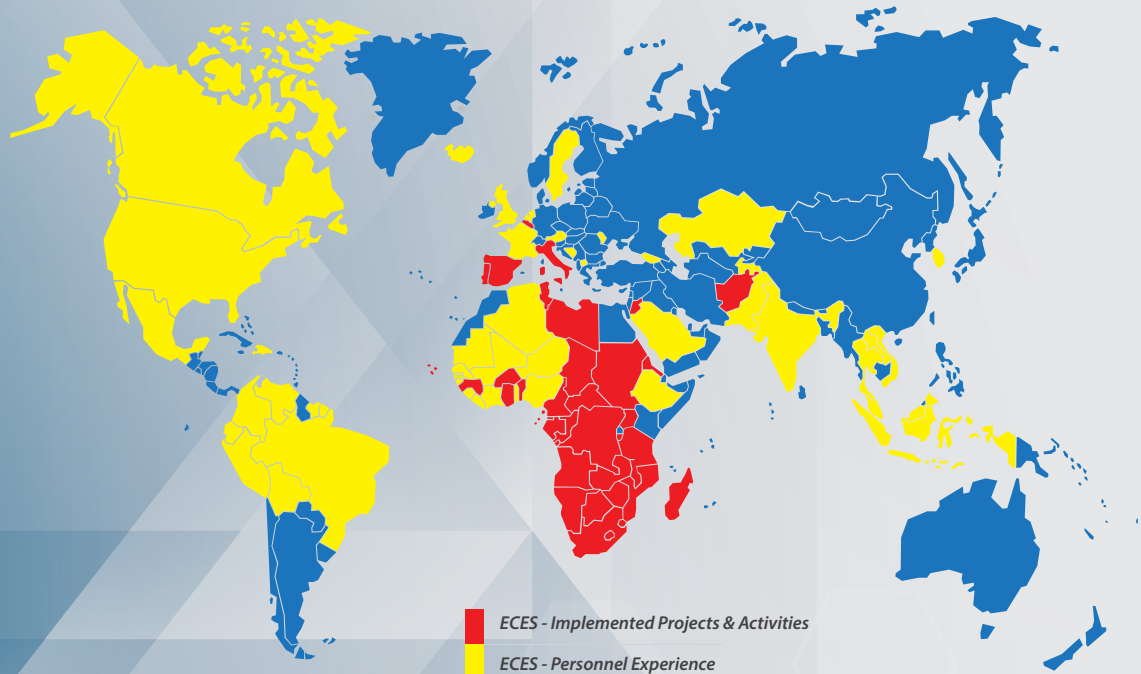
- **Political economy analysis:** such analysis has the potential to improve the awareness and understanding of underlying political and economic power dynamics in any given context and how these define stakeholder behaviour and policies. By extension, it addresses the linkages and implications that the relationships between citizens and elected institutions can have in the introduction of change, reform and in the effectiveness and impact of development, not the least programmes to promote the consolidation of democracy and security. ECES' political economy methodology has a built-in electoral focus that helps us predict trends at grassroots level including societies susceptibility to radicalisation, causes of voter apathy and more.
- **Development of innovative Information and Communication Technologies (ICTs) user-friendly solutions and applications adapted to electoral support:** technology can be a strategic asset for supporting electoral assistance related activities. In this regards, ECES developed a set of digital instruments such as the Electoral Translator, which allows to access an accurate translation of electoral terminology, interactive resource management software as well as transparent and reliable systems for the transmission of election results.
- **Production of Visibility Plan:** ECES for each and single project produces visibility plan according to the rules and regulations of each donors which is submitted to approval before it is implemented. This includes design and publishing of dedicated web sites and social network activities.
- **Implementation of Civic-Voter Education Campaigns:** ECES designs and implement civic and voter education activities for different electoral stakeholders, in primis for electoral management bodies and civil society organisations. This is done using innovative tools such as production of videos and using media monitoring and social network and implementing nation wide mobile cinema campaigns



ECES Visibility and Electoral Translator Mobile Application

WHERE WE WORK

ECES boasts a wealth of experience and expertise in electoral support projects ranging across the globe. In addition to the foundations' direct management of projects in some 35 countries, ECES's founders and personnel have harvested field experience in over 70 countries worldwide.



Afghanistan
Algeria
Angola
Austria
Belgium
Benin
Bolivia
Bosnia
Botswana
Brazil
Burkina Faso
Burundi
Cameroon
Canada
Cape Verde
Central African Republic
Chad
Colombia
Comoros
Congo-Brazzaville
Dem. Rep. of Congo
Dominican Rep
Ecuador
Eritrea

Ethiopia
Fiji
France
Gabon
Georgia
Ghana
Guinea-Bissau
Guinea-Conakry
Haiti
Iceland
India
Indonesia
Italy
Ivory Coast
Jordan
Kazakhstan
Kenya
Kosovo
Laos
Lebanon
Lesotho
Liberia
Libya
Luxembourg

Macedonia
Madagascar
Malawi
Malaysia
Mali
Mauritania
Mauritius
Mexico
Moldova
Mozambique
Namibia
Netherlands
Niger
Nigeria
Pakistan
Peru
Portugal
Rwanda
Sao Tome & Principe
Saudi Arabia
Senegal
Sierra Leone
South Africa
South Korea

Spain
South Sudan
Sri Lanka
Sudan
Suriname
Swaziland
Sweden
Switzerland
Tajikistan
Tanzania
Timor Leste
Thailand
Togo
Tunisia
Uganda
United Kingdom
United States
Venezuela
Vietnam
West Bank/Gaza
Zambia
Zanzibar
Zimbabwe



OUR MAIN PROJECTS

ECES cooperate with several donor organisations in order to fund activities whereby the European Union and Member States of the European Union are the predominant donors and collaborators thus far. Overall, ECES has collaborated with, and been funded by, more than 20 different donors. Here below is a description of some of ECES's most notable projects, while a comprehensive list of all projects is available on www.eces.eu/projects

PACTE-BF - Project in support of the Credibility and the Transparency of the Elections in Burkina Faso



The project PACTE-BF was launched in May 2015 and it is expected to run for 14 months. PACTE-BF is a multi-donor basket with financial contributions from the EU, the Kingdom of Denmark, the Federal Republic of Germany, the Republic of Austria, the Grand Duchy of Luxembourg and the French Republic. PACTE-BF also benefits from the financial contribution from the Canadian Fund for Local Initiative of the Ministry of Foreign Affairs, Cooperation and Development of Canada. The project, implemented by ECES in partnership with the Osservatorio

di Pavia, is designed to align to the different needs expressed by the Independent National Electoral Commission (INEC) and to support this institution in the implementation of its mission and in the organisation of Presidential and Legislative elections of 2015 and municipal elections of 2016. The overall objective of PACTE-BF is to contribute to the organisation of credible, transparent and peaceful elections in Burkina Faso. The Project is aimed at providing technical and operational support to the INEC and its local branches in planning, organizing and conducting credible, transparent and peaceful elections. During the course of the project, activities are geared towards strengthening the capacities of the INEC. PACTE-BF is designed following the electoral cycle approach with specific activities to be implemented during the pre-electoral, the electoral and the post-electoral phases. Project website: www.pacte-burkinafaso.eu

PEV SADC – Preventing Electoral Violence in the SADC



This ongoing project, launched in February 2013, is implemented by ECES in the Southern African Development Community (SADC), in collaboration with the Electoral Institute of Sustainable Democracy in Africa (EISA) and the Southern African Development Community Election Support Network (SADC-ESN). The overall objective of the project is to support key players in preventing electoral violence and conflict, by reinforcing civil society organisations across the SADC that are also members of the regional SADC-ESN network. The PEV-SADC project is built on a two-tiered approach, which foresees a comprehensive capacity development scheme for civil society, electoral management bodies and other electoral stakeholders on the one hand, and a research

component that is meant to harvest first hand data on election related violence and conflict that in turn will be fed into an Observatory. The Observatory of electoral violence, along with the research work and the awareness rising activities contributes to prevent and mitigate electoral violence while advocating for legislative enforcement of electoral dispute resolution mechanisms. The SADC region includes Angola, Botswana, Democratic Republic of the Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe. Project website: www.pevsadc.eu

OUR MAIN PROJECTS



PACTE COMOROS I & II: Project in support of the Credibility and the Transparency of the Electoral Process in the Union of Comoros



The objective of the EU-funded project PACTE-Comoros I was to contribute to the organisation of credible, transparent and peaceful electoral process in the Union of the Comoros. Launched in August 2014, the project was designed to support the organisation of multiple elections (legislative elections and elections for island counsellors) that took place in early 2015, while strengthening the capacities of the electoral stakeholders, support civic and voter education activities and contribute to the overall sustainability of the achievements. ECES implemented PACTE Comoros I in partnership with the School of Electoral Training in Central Africa (EFEAC), the University of Liege, and the Centre for Creative Leadership - Leadership Beyond Boundaries (CCL/ LBB) and Urban Republic. PACTE-Comoros II is also a project funded by the EU. PACTE Comoros II project started on June 24th 2015 and spans across 14 months. PACTE-Comoros II is designed to support the Comorian electoral administration and all the electoral stakeholders within the context of the 2016 Presidential and Governors elections. PACTE-Comoros II aims to follow up on the endeavours of PACTE-Comoros I, while capitalizing the recommendations issued by international and national election observation missions in 2015 as well as the conclusions of the external evaluation of PACTE-Comoros I. ECES implements PACTE-Comoros II in partnership with Democracy Essentials and the Osservatorio di Pavia – a research institute specialized in media analysis and media monitoring. Project website: www.pacte-comores.eu

PACTE GUINEA I & II: Programme Supporting Credibility and Transparency of Elections in Guinea Conakry



PACTE-Guinea I is a project funded by the EU. The project aims to contribute to the consolidation of democracy in the Republic of Guinea through the support of credible, transparent and peaceful elections and by strengthening the capacity of electoral stakeholders. The project duration was three months. The main beneficiaries of the project were citizens, voters and the population of Guinea at large. The specific objectives of the project were to support the civil society and the institutions supporting democracy (AID), by strengthening their capacity to act in a professional, methodical and non-partisan way; support the inclusive and informed participation of the civil society by implementing civic education campaigns; strengthening media monitoring systems and contributing to effective management of electoral disputes in view of reducing potential conflicts. The project PACTE Guinea II, also funded by the EU, aims at strengthening the capacities of the electoral stakeholders participating in Guinea's democratisation process and the capacities of the democratic institutions of the Country. This project has the objective of further strengthening the results already achieved by the first project PACTE-Guinea I. The project, which started in December 2015, has a duration of 15 months. The expected results of PACTE-Guinea II include capacity enhancement of national democratic institutions and the strengthening of media and civil society capacities in contributing to citizen information and conflict mitigation. Project website: www.pacte-guinee.eu



OUR MAIN PROJECTS

PARCAN I & II Guinea – Project in Support of the Strengthening of the capacities of the National Assembly of Guinea



PARCAN I was an EU-funded project built to contribute to the consolidation of the democratic legitimacy in Guinea Conakry, through the strengthening of the administrative and management capacities of the National Assembly. Launched in May 2014 with an initial expected duration of five months, the project was subsequently extended until the spring of 2015. The project succeeded in enhancing the National Assembly's capacities in addition to contributing to citizen awareness raising campaign. Through the delivery of technical support and capacity development activities, the project contributed to the strengthening of two management units within the National Assembly: Human Resources and Finance & Administration. PARCAN II is the extension of the previous PARCAN project. The project, also funded by the EU, aimed at further consolidating the achievements of PARCAN, while continuing to reinforce the democratic legitimacy in Guinea Conakry through the strengthening of the National Assembly's capacities. PARCAN II was launched in May 2015 and it ran for the course of 6 months. The project, in accordance with its predecessor, continued to implement capacity building activities to the benefit of the National Assembly as well as citizen awareness raising campaigns. Additional information available on ECES website: www.eces.eu/posts/parcan-guinea

PACTE-Madagascar – Project in support of the Credibility and the Transparency of the Elections in Madagascar



PACTE-Madagascar, a project entirely funded by the EU, was implemented over the course of 22 months in all the 22 regions of Madagascar to support the organisation of the 2013 general elections. The project was designed to foster a more professional, impartial and systematic management of the Madagascar electoral process, through the strengthening of the capacities of national electoral stakeholders, such as civil society organisations (CSOs), media, political parties, electoral candidates, lawyers and the CENIT (Commission Electorale Nationale Indépendante pour la Transition). The project was implemented by a consortium led by ECES in partnership with the Electoral Institute for Sustainable Democracy in Africa (EISA) and Electoral Reform International Services (ERIS). The activities benefited from the contributions of: Académie RFI-F24-MCD, Osservatorio di Pavia, and Comité National d'Observation des Elections – Education des Citoyens (KMF-CNOE) – an organisation involved in voter education and election observation. In order to consolidate the lessons learned and support CSOs in advocacy and lobby activities based on the recommendations they developed in view to support the implementation of post electoral reform, the project was extended for 4 months. Project website: www.pacte-madagascar.eu



OUR MAIN PROJECTS



Technical assistance to the National Authority for Elections (NAE) in Central Africa Republic

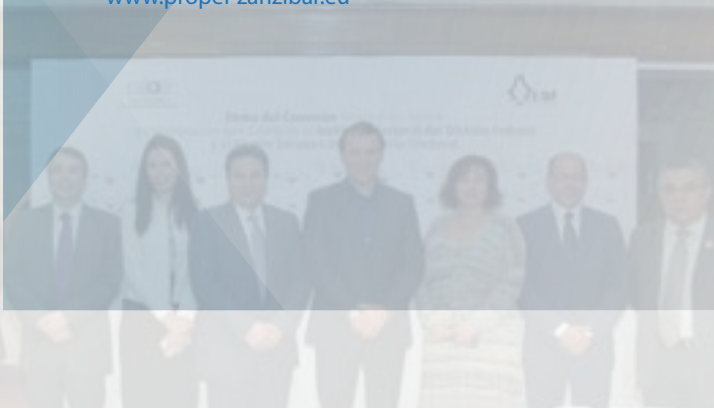


The project, entirely funded by the EU and implemented by ECES, in partnership with IBF International Consulting, takes place within the framework of the EU technical assistance project in support of the National Authority for Elections (NAE) in Central African Republic (CAR). The project was launched in June 2015 and will be implemented for 12 months, with a possibility to be extended up to 18 months. The overall objective of this project is to support CAR in its transition to democratic stability and sustainable exit from a state of fragility. The specific objectives of the project are to strengthen the capacity of the NAE in the organisation, conduct and supervision of the legislative and presidential elections and the constitutional referendum. The project also supports the NAE in strategic planning, particularly in regards to legal, regulatory, administrative and operational aspects of the electoral process. The project equally aims to develop a sustainable capacity strengthening scheme to the benefit of the NAE and other key electoral stakeholders. The project also supports the NAE during the post-election period. Project website: www.assistance-electorale-rca.eu

PROPEL - Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar



The EU-funded PROPEL seeks to support the implementation of a peaceful elections in 2015 on the islands of Zanzibar by creating awareness among political leaders and other key electoral stakeholders of their role in reducing the potential for the outbreak of conflicts. Following the in-depth preparatory work and the earlier inception mission organized in June 2015, the twelve-month project was signed on August 21st 2015. The project is a specifically targeted intervention that seeks to prevent the outbreak of conflict in Zanzibar during the time period leading to and immediately after the elections of 2015. The project aims to contain the situation in Zanzibar and propel constructive democratic trends while supporting successful local peace initiatives. The project aims to set up mediation services on conflict prevention between political party leaders, state officials, religious leaders and non-state actors in Zanzibar. PROPEL also supports dialogue services in view to identify, support and implement national- and community level conflict mitigation and resolution processes. Furthermore, PROPEL contributes to awareness-raising and capacity building activities in support of political reconciliation and peaceful elections. Project website: www.propel-zanzibar.eu





OUR MAIN PROJECTS

INCIPALS- Citizen Initiative for Consolidation Peace, Leadership and Stability in Madagascar

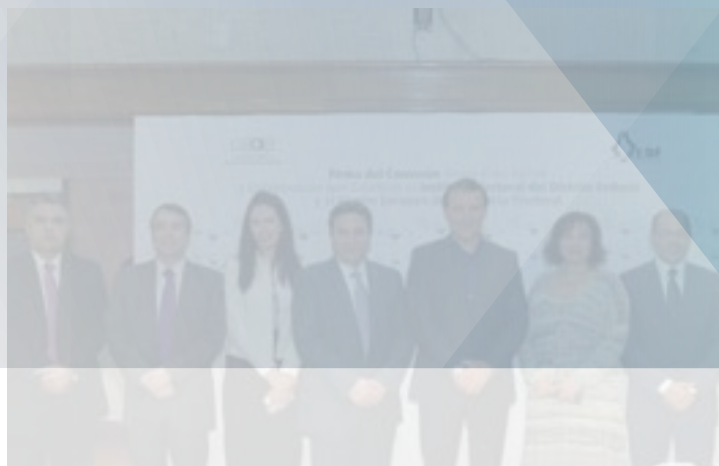


INCIPALS is a EU-funded project that builds on the achievements of PACTE-Madagascar and it is aimed at further consolidating the achievements of the previous project. INCIPALS was signed in May 2015 and it will be implemented for 12 months in the twenty-two regions of Madagascar. The target groups of this project are civil society organisations, youth, women, journalists and citizens. The overall objective of INCIPALS is to contribute to create a peaceful environment for consolidating the democratisation process in Madagascar. INCIPALS aims to support dialogue/discussion between different components of the Malagasy society, to strengthen capacities in conflict prevention and peace consolidation, to consolidate civic/electoral education initiatives and to strengthen leadership capacity of women in view to support their political participation. INCIPALS also aims to consolidate the rule of law, reinforce the trust between elected representatives and the electorate and strengthen the accountability of those elected, supporting the 'watchdog' role of the civil society. INCIPALS is implemented by ECES in partnership with Osservatorio di Pavia, Center for Creative Leadership and Search for Common Ground. The Project subcontracted Collateral Creations for the research and multi-media component. Project Website: www.incipals.eu

Electoral technical assistance to the CENA in Benin



The main objective of this EU funded electoral technical assistance project is to contribute to the consolidation of democracy in Benin by strengthening the capacities of the Autonomous National Electoral Commission (CENA) to organize and conduct the presidential elections of 2016. The specific objectives of the project are to strengthen the capacity of the CENA in regards to institutional communication and voter education and to contribute to the professionalisation of the electoral administration in strategic planning of elections, including the operational and communication related aspects. To achieve these objectives, ECES provides permanent experts and short-term experts to the CENA. The project started at in January 2016 for a length of three months. Within the context of this project, ECES supports the INEC's communications including on tis website design and development: www.cena.bj. Additional information available on ECES website: www.eces.eu/posts/technical-assistance-in-benin



OUR MAIN PROJECTS



PARTICIPATE – Cape Verde

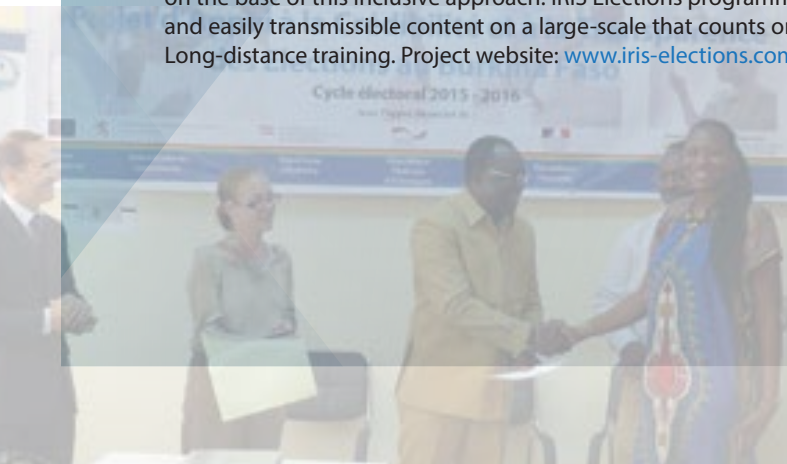


The National Electoral Commission (CNE) of Cape Verde launched on 13th of November 2015 “Participate – Cabo Verde: Support to the Strengthening of the Civic Participation in Elections”, a project funded by the EU. In this context, ECES provides institutional and capacity building expertise to the CNE of Cape Verde, beneficiary of the grant. “Participate-Cabo Verde” project aims at contributing to the organisation of more participatory elections in Cape Verde and will be implemented by the CNE in cooperation with various organisations of the civil society. Its main objectives are to increase civic awareness that will contribute to the reduction of abstention rate, especially of women and youth, over the next election, and provide technical and operational support to civic awareness activities, in particular through trainings in the field of Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD). ECES plays an instrumental role in the implementation of the project by providing the CNE of Cape Verde with operational, logistical, budgetary control support and by organising capacity building trainings. The LEAD trainings delivered by ECES, are aimed at strengthening the capacities of a wide spectrum of electoral stakeholders. Additional information available on ECES website: www.eces.eu/posts/participate-cabo-verde

IRIS Elections - Innovative Resources in Support of Elections



IRIS-Elections is a programme aiming at strengthening electoral stakeholders' capacities through innovative, effective and sustainable capacity enhancer curriculum. Designed by ECES, in collaboration with the School of Electoral Training in Central Africa (EFEAC) and ScytI, a Spanish enterprise specialized in electoral modernisation, including voting and distance learning, IRIS Elections specifically addresses the problem of the ineffective transfer of knowledge and capacities to large audiences. By offering a new curriculum, the programme paves the way for an innovative method, which combines cascade training and eLearning electoral content, so that high quality multimedia and harmonised content to train trainers is made available, thus ensuring the consistency of the message throughout the cascade training. The project aims at gathering and fostering collaboration between all electoral stakeholders: CSOs, EMBs, media, security forces and others, while structuring training on the base of this inclusive approach. IRIS Elections programme is consequently designed to propose innovative, stable and easily transmissible content on a large-scale that counts on two main components: Hybrid face-to-face training and Long-distance training. Project website: www.iris-elections.com





OUR MAIN PROJECTS

SUDEL I & II - Supporting Democracy in Libya



SUDEL I - Supporting Democracy in Libya was EU-funded project that was implemented throughout the territory of Libya with a unique approach which brought together initiatives of dialogue and reconciliation and capacity development for civil society and electoral stakeholders. SUDEL promoted the strategic linkage between countrywide national reconciliation initiatives between national leaders. It also supported the momentum for dialogue among communities at the local level. The overall objective of the SUDEL Project was to support reconciliation processes and democracy-building in

Libya. In the context of the local elections of 2012, the specific objectives of SUDEL were to strengthen the involvement of Libyan stakeholders in democracy-building, to provide operational and technical support to the organisation of local elections and to promote dialogue among political stakeholders as well as citizens' engagement in the political life of their Country. The project was implemented by a consortium headed by ECES, which included Club de Madrid (CdM), Netherlands Institute for Multiparty Democracy (NIMD) and the European Partnership for Democracy (EPD). SUDEL II - Increase Assistance to Local Electoral Process was also a project funded by the EU. This project, which started in August 2012, aimed to reinforce the assistance provided by the project in support to the local elections in Tripoli and in other towns and cities in Libya. The aim of this second component of the SUDEL project was to to organize the procurement of electoral material for local elections in Benghazi and in eight other Libyan towns and to continue to provide technical assistance and support to local electoral processes. Additional information available on ECES website: www.eces.eu/posts/sudel

WON FOR LIBYA



The EU-funded project "Supporting the Libyan Forum for Civil Society" was created to support the participation of women and youth in the reconstruction of Libya after the fall of the Government of Colonel Muammar Gadhafi, which represented the beginning of a new era for the country. By supporting the activities of the Libyan Forum for Civil Society (LFCS), ECES and LFCS supported the active participation of women and youth in the definition of the fundamental legal and institutional frameworks of the country, while addressing the potential implications their initial exclusion from the political arena could have had to the future of Libyan democracy and human rights. The project's grant from EIDHR was administrated by

ECES between February and December 2012. In the context of this project, ECES trained more than 240 women in leadership skills, values and principles to enhance individual and organisational development. Project activities were organised and implemented by the National Consortium of Libyan Women, which was a temporary platform and became a Women's Organisations Network (WON). The network provided mainstream strategic and technical assistance and supported member organisations in strategic policy development, capacity-building, management of external relations, mobilisation of resources and many more. Additional information available on ECES website: www.eces.eu/posts/won-for-libya

OUR MAIN PROJECTS



Legal Support to the CENIT of Madagascar



Within the framework of the LOT 7 of the EU Framework Contract Beneficiaries 2013 - 2017, ECES, in partnership with IBF Consulting International, launched the eight month EU-funded project aimed at providing the Commission Électorale Nationale Indépendante pour la Transition (CENIT) of Madagascar

with high-level legal technical assistance. Starting in July 2014, this project aimed at strengthening the capacity of a key electoral stakeholder, namely the CENIT, in managing different aspects of the legal frameworks related to the Malagasy electoral process. In particular, the project focused on the legal aspects related to the organisation of local elections scheduled in August 2014 as well as on the legal issues related to the post-electoral phase. In view to strengthen the capacities of the institution and support the overall process of democratic consolidation, the project provided the CENIT with specific legal support for the development of legal texts and reforms in view to organize the upcoming local elections and further strengthen the institutional and legal framework of the Malagasy electoral administration. Additional information available on ECES website: www.eces.eu/posts/legal-support-to-the-cenit-madagascar

SDP SUDAN



Between February and November 2013, ECES, in partnership with the International Organisation for Migration (IOM), implemented the capacity-development component of the project aimed at support the the Democratisation Process in Sudan, named "Implementing a Bridge Strategy and Training on Leadership and Conflict Management Skills for Electoral Administrations (LEAD) in Sudan". The overall objective of this component was to strengthen and improve the Sudanese National Electoral Commission's capacities and support the cooperation among multiple electoral stakeholders for future elections. Through an intense collaboration between the NEC and ECES'

Arabic speaking experts, the Sudanese electoral officers were exposed to new approaches in the organisation and planning of elections, which, among other things, contributed to the improvement of their working methodology with regards to registration, gender awareness and electoral management design. SDP Sudan aimed at strengthening the leadership capacity and the internal management skills of the NEC; supporting voter education and public information activities; providing the NEC with the necessary tools and the adequate trainings to act in an independent and impartial manner while becoming involved in training their peers at local and regional level. SPD Sudan also supported transfer of knowledge to local stakeholders and created a sustainable national pool of experts in civic and voter education, leadership development and prevention of electoral violence. Additional information available on ECES website: www.eces.eu/posts/sdp-sudan

CAPACITY DEVELOPMENT

Capacity development is one of ECES' main fields of expertise. ECES believes that dissemination of knowledge and sharing of lessons learnt among diverse electoral stakeholders and practitioners establishes a fertile growing ground for further systematized exchange between stakeholders that otherwise only interacts ad-hoc. To this aim, ECES delivers courses both in the framework of its projects and as open enrolment courses. ECES organises the following training programmes:

- Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD) trainings;
- Effective Electoral Assistance trainings;
- Building Resources in Democracy, Governance and Elections (BRIDGE) trainings.

ECES and/or ECES personnel are also individually contracted to contribute to training programmes, funded and implemented by other organisations in the framework of their projects. Within the trainings covering the electoral cycle offered by ECES, notably the training programme on Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD), on Effective Electoral Assistance (EEA), BRIDGE (Building Resources in Democracy Governance and Elections) and Election Observation, from February 2012 until January 2016, **more than 2500 persons have been trained.**

Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD)



The innovative Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD) training is the result of the long-standing partnership between ECES and the Center for Creative Leadership - Leadership Beyond Boundaries (CCL-LBB), which aims to develop capacities in the crossroads between leadership and conflict management.

The overall objective of this five-day workshop is to **look into ways in which representatives of electoral stakeholders**, namely representatives of Electoral Management Bodies - EMBs, non-Governmental Organisations, political parties, academics and practitioners **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.**

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



LEAD uses adult education techniques with a value-based approach.

Instead of relying on conventional teaching methods such as lecturing, LEAD is activity-based and focuses on practical problem solving of the real-time challenges that electoral stakeholders are faced with. It also makes wide use of the specific experiences, knowledge and exchanges among the electoral stakeholders participating. The methodology reflects the case that participants are faced with, hence training sessions that are of direct relevance to them and are delivered in a creative manner.

The experiences and knowledge of the participants, as well as the exchanges among them, develop capacities on the intersection between the participants' experience, knowledge and exchange. By **promoting a hands-on and interactive learning experience, LEAD encourages participants to think**

outside the box in order to bring creative and innovating ideas to the table.

Perhaps the strongest aspect 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.

CAPACITY DEVELOPMENT



Effective Electoral Assistance



The Effective Electoral Assistance training course focuses on the **recent policies and developments in the field of electoral assistance and election observation**. Organised on annual bases by ECES and the Istituto per gli Studi di Politica Internazionale (ISPI), the ISPI Advanced Diploma on Effective Electoral Assistance introduces participants to the evolution of electoral support, from its very beginnings to its latest developments. This excursus provides, among other things, an opportunity to emphasise some of the main features of electoral support, such as the 'Electoral Cycle approach', 'Electoral Observation' and 'Media Monitoring'.

Given the many years of experience that ECES experts have in strategic, operational and contingency planning to ensure the smooth running of electoral processes, the Effective Electoral Assistance training course offers a **comprehensive overview of lessons learnt along the way**. By relying on the 'Electoral Cycle approach', the course further provides a **valuable insight into the guiding principles currently under discussion within the international community**.

The training programme in Effective Electoral Assistance has been developed to **maximise the learning outcomes using interactive and participatory learning techniques for adults**. The course is adapted to electoral administration and electoral support. Elections have in fact been widely accepted as an essential part of democratic processes to the point that an effective management of the electoral process is considered crucial for fostering democracy and preventing the outbreak or recurrence of conflict and violence.



EEA Training jointly with ISPI in Milan, November 24-28, 2014



CAPACITY DEVELOPMENT

BRIDGE

Among ECES personnel there are also several BRIDGE accrediting and accredited facilitators. Consequently, within the capacity development component of its projects geared at ensuring sustainability and ownership of results, ECES also delivers BRIDGE specific modules and BRIDGE 'Train the Facilitators' (TtF) workshops.

BRIDGE stands for **Building Resources in Democracy, Governance and Elections**. It is a modular professional development programme with a particular focus on electoral processes. BRIDGE represents a unique initiative where five leading organisations in the democracy and governance field, namely the Australian Electoral Commission (AEC), International IDEA, the International Foundation for Electoral Systems (IFES), the United Nations Development Programme (UNDP) and the United Nations Electoral Assistance Division (UNEAD), have jointly committed to develop, implement and maintain **the most comprehensive curriculum and workshop package available, designed to be used as a tool within a broader capacity development framework**.

BRIDGE has four main objectives:

- to promote internationally accepted principles of democracy and good electoral practice;
- to enhance the skills and confidence of stakeholders in the electoral process;
- to increase the awareness of tools and resources available for the building and maintaining of a sustainable electoral culture; and,
- to develop a support network for stakeholders in electoral processes and encourage a culture of sharing information and experiences.

ECES implemented a number of BRIDGE trainings, for example, our organisation delivered a BRIDGE module in Electoral Observation in Pristina, Kosovo. The training was funded by the Organisation for Cooperation and Security in Europe (OSCE) and was part of a capacity building scheme to strengthen the skills of Civil Society Organisations in monitoring the performance of the Election Management System body (EMS) and other elected institutions.



BRIDGE Training, Kosovo, November 2014

CAPACITY DEVELOPMENT



Other Trainings

ECES members, either through the foundation or individually, are contracted to contribute to training programmes funded and implemented by other projects, organisations or institutes such as:

- Following the participation of ECES to the 2nd A-WEB General Assembly and conference in Dominican Republic and the signature of the Memorandum of Understanding between ECES and the **Association of World Election Bodies (A-WEB)**, a series of LEAD trainings will be organised to further strengthen the capacities of A-WEB members, namely high officials of EMBs from all over the world.
- **DIPLOCAT Election Observation Training**, Barcelona, Spain: the Public Diplomacy Council of Catalonia (DIPLOCAT) teamed up with ECES and the Barcelona International Peace Resource Center (BIPRC), to design and conduct a DIPLOCAT Election Observation (DEO) training for Catalonia's citizens.
- Conference: **"The Economic and Politic Transition in the Arab Countries of the EU Southern Neighborhood Area"** (La transition politique et économique dans les pays arabes du voisinage Sud de l'UE), Brussels, Belgium: ECES and the Egmont Royal Institute for International Relations organised this seminar within the context of the work of the Research Group of the Institute for European Studies of Saint-Louis University - Brussels.
- **Second General Assembly of the RECEF** (Réseau des Compétences Electorales Francophones), Bamako, Mali: ECES representatives were invited to the event, followed by a two-day seminar on the "Consolidation and Professionalisation of Electoral Management Bodies".
- Conference: **"Developments in the countries of the Arab Spring: What political and economic progress can be expected? What is the role of the EU and its policies?"**, Brussels, Belgium: Saint-Louis University - Brussels and ECES organised this seminar at the University Institute for European Studies with the aim of bringing together high-level experts to review developments in the Arab countries, in the aftermath of the Arab Spring.
- **Debate on the recommendations of EU Election Observation Missions**, Brussels, Belgium: The European Parliament invited ECES, at its request, to participate in the debate focusing of the recommendations formulated by EU Election Observation Missions. On this occasion, ECES representative illustrated how the recommendations of the EU Election Observation Missions are perceived and implemented by EMBs.



LEAD training in Brussels, June 2012



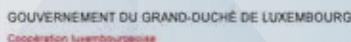
OUR PARTNERS

As part of the on-going development of advisory services and operational support in favour of **all electoral stakeholders**, ECES is actively seeking to add to its existing network of implementing and strategic partnerships with international and regional organisations and networks involved in electoral assistance.

ECES can currently count on a solid network of partners, composed by more than 70 organisations among funding, strategic and implementing partners worldwide.

Funding Partners

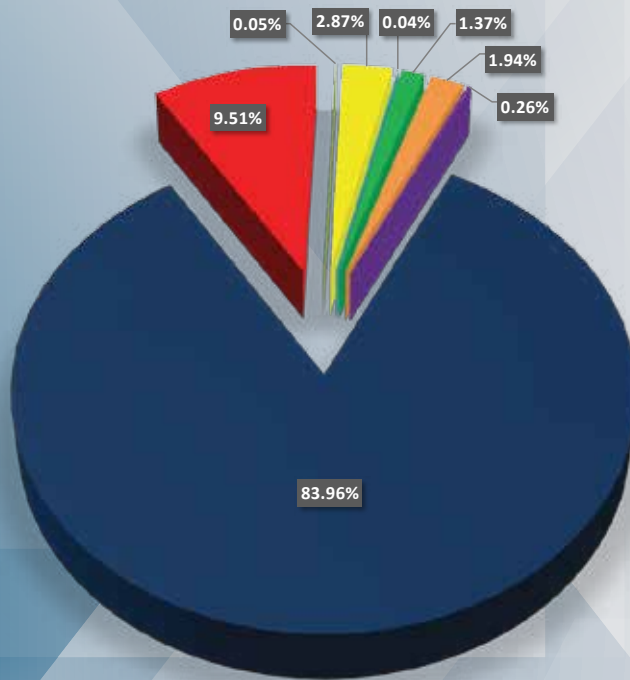
Since the beginning of its activities, ECES benefited from the financial contributions of over 20 donors. The European Union and the EU Member States are the largest donors of ECES. However, ECES also signed contracts and partnered with other international and regional organisations, Electoral Management Bodies (EMBs) and other donors.



OUR PARTNERS

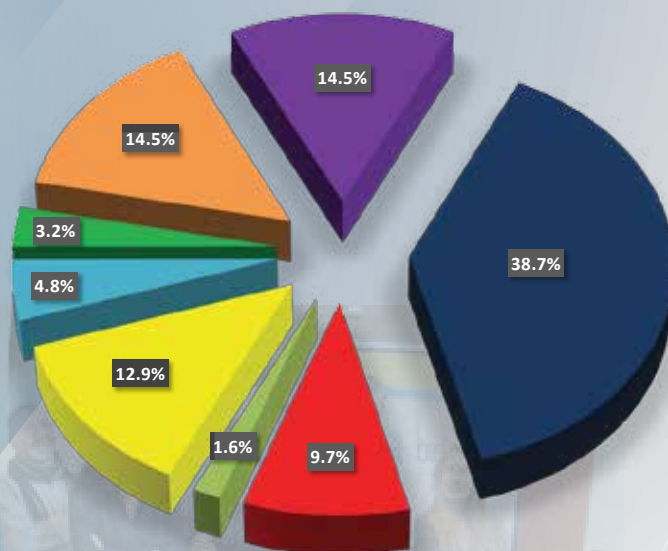


Funding Partners by Contributions



- EU
- EU Member States (Austria, Denmark, French, Germany, Luxembourg).
- Canada
- Regional Networks involved (ie. Association of World Election Bodies, Organisation Internationale de la Francophonie, Réseau des compétences électorales francophones, Ecole de Formation Electorale en Afrique Centrale etc) .
- Other organisations and associations involved in election and democracy support.
- Election Management Bodies.
- Electoral and Consulting Firms.
- Universities (ie. ISPI, LEAD Barcelona, Diplocat, European Inter-University Center For Human Rights and Democratization, etc).

Funding Partners by N° of Contracts



- EU
- EU Member States (Austria, Denmark, French, Germany, Luxembourg).
- Canada
- Regional Networks involved (ie. Association of World Election Bodies, Organisation Internationale de la Francophonie, Réseau des compétences électorales francophones, Ecole de Formation Electorale en Afrique Centrale etc) .
- Other organisations and associations involved in election and democracy support.
- Election Management Bodies.
- Electoral and Consulting Firms.
- Universities (ie. ISPI, LEAD Barcelona, Diplocat, European Inter-University Center For Human Rights and Democratization, etc).



OUR PARTNERS

Strategic & Implementing Partners

Strategic and implementing partners are essential to further consolidate ECES ambition to strive to reach new highs within the field of electoral assistance and democratic support. All strategic partnerships has evolved by identifying an intersection of mutually shared interests, namely enhanced effectiveness, precision and overall performance of electoral administrators and electoral stakeholders conducting elections through a wide range of target activities that ECES and its partners are able to achieve by working together. The shared vision behind all strategic partnerships is thus to maximise the added value of each organisation in view to develop innovative and effective actions and strategies to deliver electoral support.



In this context, ECES developed a milestone partnership with the **Association of World Elections Bodies (A-WEB www.aweb.org)**, a **network with 106 member organisations (EMBs) from 102 countries that strives to strengthen the capacities of electoral administrations and contribute to the improvement of election management** in each country via peer reviews and support of partners. The secretariat of A-WEB is held by the EMB of Korea, while the Presidency is hold by the

EMB of Dominican Republic and the Vice - Presidency is hold by the EMB of Romania. The board of AWEB is composed by the EMBs of: Brazil, Moldova, Burkina Faso, Albania, Argentina, South Africa and Kyrgyzstan. Within the context of this major partnership, ECES and AWEB joined their efforts to organise trainings aimed at further strengthening the capacities of A-WEB members, namely high officials of EMBs from all over the world. Moreover, both organisations are actively engaged in supporting ICTs development for facilitating the access to electoral knowledge. Furthermore, ECES and AWEB actively contribute to discuss, share ideas and debate on how to make elections around the world fairer and more inclusive. In this context, ECES has been invited to the Seoul International Forum on Elections, one of the major event in the election management community calendar.



ECES experts co-facilitated a LEAD Training in the frame of the capacity building programme organised by the A-WEB



Signing Ceremony of Memorandum of Understanding between ECES and A-WEB

OUR PARTNERS



ECES holds the Vice Presidency of the **European Partnership for Democracy (EPD)** (www.epd.eu). EPD can be said to be **the most important network of European civil and political society organisations working on democracy assistance**. EPD is the first Community of Practice on democracy assistance operating at the EU level advocating for a stronger presence of democracy support on the European Union's agenda and facilitates the exchange of knowledge and best practices in democratic transformations around the world. Apart from ECES, EPD is composed by the following members: the European Association for Local Democracy (ALDA www.alda-europe.eu), the Association of European Parliamentarians with Africa (AWEPA www.awepa.org), Club of Madrid (CdM www.clubdemadrid.org), DEMO Finland (www.demofinland.org), the Eastern Europe Studies Centre (www.eesc.lt), Elbarlament (www.elbarlament.org), the Netherlands Helsinki Committee (NHC www.nhc.nl), the Netherlands Institute for Multiparty Democracy (NIMD www.nimd.org), People in Need (www.clovekvtisni.cz), the Universidade Católica Portuguesa (UCP www.ucp.pt) and ONE WORLD (www.oneworld.org).

ECES is mandated by EPD to coordinate the implementation of a joint strategy devised together with the partners of EPD. The strategy is called "A European Response to Electoral Cycles Support". ECES and its long-standing partner Club de Madrid (CdM) and Netherlands Institute for Multi-party Democracy (NIMD) are in the forefront when it comes to the implementation of the strategy. CDM is the largest independent group of former democratic political leaders that hold either the position of elected Prime Ministers or President of the Republic. NIMD focuses on supporting and promoting multiparty dialogue and has more than 20 years of experience in supporting democratic development through the strengthening of political parties' capacities and by promoting political education programmes.

Netherlands Institute for
Multiparty Democracy



ECES has also developed a strategic partnership with the **Osservatorio di Pavia** (www.osservatorio.it), an Italian institute that pioneered a specific media monitoring methodology that has been put into practice in a number of ECES projects in favour of different electoral stakeholders including as a tool for analysis and better institutional communication of several electoral management bodies.



Within the context of media support, ECES is partner with the French Media Cooperation Agency – CFI (www.cfi.fr), the development cooperation agency of the Ministry of Foreign Affairs and International Development in charge of coordinating and implementing French development policy in favour of south media landscapes. ECES and CFI collaborate within the context of current and future projects, to implement capacity building, awareness-raising and information activities. They also collaborate to provide advisory services for national media and all electoral stakeholders involved in electoral process.

OUR PARTNERS



Center for
Creative
Leadership
www.ccl.org

ECES partners also with **Centre for Creative Leadership** (CCL www.ccl.org), a provider of innovative leadership development solutions and since 15 years in the top 10 best executive education institute in the rating of the Financial Times. The cooperation between ECES and CCL materialized into the development of one of ECES' flagship trainings "Leadership and Conflict Management Training for Electoral Stakeholders" (LEAD) that has been delivered in more than 25 countries already in English, French, Portuguese, and Arabic

ECES works in close partnership with like-minded partner organisations to implement our electoral support projects and activities and achieve our goals, always to the benefit of electoral stakeholders. We also consider project's beneficiaries as partners in advancing electoral practices and processes throughout the electoral cycle approach.

ECES's partners range from electoral management bodies to international, regional and national organisations, think tanks and NGOs. Just to name few examples, ECES collaborates with: Open Society Initiative for West Africa (OSIWA www.osiwa.org), Electoral Institute of Southern African (EISA www.eisa.org), International Organisation for Migration (IOM www.iom.int), Organisation de la Francophonie (OIF www.francophonie.org) Istituto per gli Studi di Politica Internazionale (ISPI www.ispionline.it), Diakonia (www.diakonia.se), etc.



Furthermore, ECES, also, collaborates closely with **several regional electoral networks**, such as: the Association of European Electoral Officials (ACEEEO www.aceeeo.org), the Network for francophone electoral competencies (RECEF www.recef.org) comprising the 25 French speaking EMBs worldwide including Belgium, France and Canada, the Electoral Commission Forum of the Southern African Development Community (ECF-SADC www.ecfsadc.org), the ECONEC (ECOWAS Network of Electoral Commissions), the Economic Community Of West African States (ECOWAS www.ecowas.int), the Electoral Knowledge Network of the Central African States (RESEAC) and SADC Election Support Network (SADC-ESN), which is composed by 16 organisations, many of them established as election observer platforms, one from each of SADC member country.



International Electoral
Accreditation Body

ECES is partners with the **International Electoral Accreditation Body** (IEAB www.oas-ieab.org), an office within the Department of Electoral Cooperation and Observation of the Organization of American States (OAS). IEAB is in charge of promoting transparency and quality in elections by supporting the certification of EMBs against ISO standards applicable to elections. With the aim of building and strengthening the institutional capacities of the EMBs in the Latin American region and reinforcing the public trust in EMB's performance, **IEAB technically supports the implementation of quality management systems (QMS) specific to the field of elections, which aims to the certification of processes or structures under the international standard ISO 9001.**

OUR PARTNERS



IEAB is also responsible for accrediting certification houses and conformance assessment bodies (CAB) to perform audits and issue certifications against international standards to EMBs. Furthermore, IEAB is responsible for overseeing the training of auditors and conformance assessment body personnel in ISO Standards, employing specific training modules designed by the IEAB.

Thanks to its extensive experience, consolidated through the implementation of more than 60 projects in more than 35 different countries, and thanks to the qualification of its personnel, **ECES organised with IEAB a training for Lead Assessors on ISO standard applied to electoral organisations.** This certification allows ECES personnel to perform election audits using ISO standards, thus contributing to transparent and credible electoral processes. Within the context of its current and future projects, **ECES will deliver the different trainings available by OAS-IEAB and perform assessment for EMBs.**



ECES collaborates with the **Center for Electoral Promotion and Assistance (CAPEL)**, a specialized program of the **Inter-American Institute of Human Rights (IIHR)** (www.iidh.ed.cr). IIHR/CAPEL serves as the Executive Secretariat of the associations of electoral bodies, to which almost every electoral body in Latin America, North America and the Caribbean belongs. CAPEL/IIHR is in charge of providing electoral technical assistance and support EMBs and cooperation among them in order to promote free, credible and transparent electoral processes. **ECES and CAPEL collaborate to formulate and implement new projects in support of democratic and electoral processes in the region.** Through this partnership, ECES and CAPEL share their networks, their experiences and the lessons learned from implementing projects, with the aim of providing effective electoral assistance to EMBs and tailored support to electoral stakeholders, such as national electoral observer groups, parliaments, political parties, civil society organisations etc.



ECES is also partner of **URBAN REPUBLIC** (www.urbanrepublic.org), a Los Angeles based award winning Film Production Company founded in 2005. ECES and Urban Republic have worked together on the development of high impact visual tools, such as the movie "An African Election" or the documentaries on the electoral processes in Libya, Madagascar, Mozambique and Zimbabwe. Furthermore, within the context of this strategic partnership, **Mobile Cinema Campaigns** have been organised in Ghana, Comoros Islands, Madagascar, Guinea Conakry and Zanzibar.



ECES is also partner with **Collateral Creation** (www.collateralcreation.com), a production agency of documentary and artistic content merging expertise and visual creativity. Starting from specific issues, collateral creations proposes a tailor-made and original visual and analytical approach aimed at informing citizens, supporting awareness raising activities and facilitating strategic decision. ECES and Collateral Creations collaborated within the context of the projects SDP Sudan, PACTE-Madagascar and INCIPALS for the development of innovative informative and awareness raising material as well as for the development of audio-visual material based on an artistic-documentary anthropological methodology.



Along with **IBF International Consulting** (www.ibf.be), ECES works in the framework of European Framework Contract Beneficiaries (FWC), for the LOT 7 to provide **expertise in the field of electoral assistance** and to submit proposals in case of large service contracts that are open also to consulting companies not only for not for profit organisations such as ECES. ECES collaborates with IBF as subcontractor when and where is mutually advantageous and for countries where ECES is not implementing already EU electoral assistance projects. ECES does not collaborate with IBF or any other consortium or companies of the LOT 7 if there is an interest for ECES in being considered for the implementation of EU electoral assistance projects that are formulated by electoral experts hired by EU services under this framework contract.

ECES remains committed to adopting innovative ways to incorporate new partnerships at the global, regional and local level. For the exhaustive list of our partners, visit ECES website: www.eces.eu/collaborating/network-and-partners



HOW WE WORK

Financial Management

ECES is registered as a private not for profit foundation headquartered in Brussels with the business number 829998514 and with the Belgian VAT number BE0829998514. Given the size of our organisation, the annual accounts, after being externally audited, are submitted to and published by the National Bank of Belgium. The accounts 2011, 2012, 2013 and 2014 of ECES have been audited and submitted while the ones of 2015 are being finalised and will be audited in the first quarter of 2016 following the standard calendar requested by Belgian authorities.

ECES has developed a quality financial management strategy through its long standing collaboration with PME-Conseils, which is a company specialised in accounting, business management and taxation, set up in 1987 in Brussels.



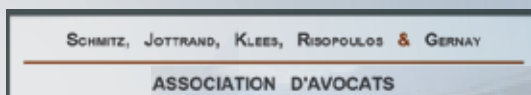
PME-Conseils is ISO 9001 certified and specialised in financial management support of not for profit organisations. In short, besides the usual services in the area of accounting, administration and taxation specific to non-profit associations and other organisations in the non-profit sector, PME-Conseils supports ECES in carrying out:

- Financial and cost accounting specifically adapted to the supervision of projects or specific budgets, and adapted to the needs of the reports that have to be drawn-up;
- Financial accounting in accordance with the applicable rules and standards for non-profit associations;
- Budgetary and financial reports according to the requirements of each sponsor;
- Preparation of financial audits by the subsidizing authorities;
- Declaration and management of taxation including VAT with local relevant authorities.

ECES has been using WinBooks as its accountancy software since its starting while a dedicated software was created with PME-Conseils taking on board several years of financial operations and in order to have one only customised software to deal with logistics management, billing, inventory management and purchase management.

Legal, Human Resources and ICT support

At legal level, ECES is collaborating with the law firm "Schmitz, Jottrand, Klees, Risopoulos & Gernay - Association d'Avocats" mainly interacting with Maître Fernand Schmitz (lawyer at the Brussels Bar since 1968) and with law firm called "THALES" via Maître Olivier Scheuer (member of the Brussels Bar since 1999).



For the management of its Brussels-based human resources, ECES cooperates with SD Worx. SD Worx is a company specialised in supporting organisations and businesses for their payroll, tax, training, automation, consulting and outsourcing activities. SD Worx supports more than 50,000 organisations and currently has more than 2,050 employees in 28 countries.

HOW WE WORK



In regards to ICTs related needs, ECES is supported by Democracy Essentials - a Brussels-based company specialised in web development that plays an important role in providing services in the domain of democracy building assistance. Democracy Essentials has unique expertise in the production of digital tools for electoral processes, including e-learning products, digital data gathering tools and apps for election observation, media monitoring and electoral results management systems.

Insurance Support

To ensure the well-being and the security of its associates and experts in the field, ECES is supported by Cigna Global Health Benefits and Drum-Cussac.



CIGNA Global Health Benefits (www.ngohealthbenefits.com) provides ECES' experts in the field with health insurance and with a wide health coverage, which include medical, dental, long-term disability, life and accidental death and dismemberment, emergency medical evacuation and repatriation. Cigna provides specific insurance coverages for the not for profit sector personnel working abroad similar to those provided to the EU and United Nations Staff. Through CIGNA, ECES personnel in the field can easily access to worldwide networks of doctors and hospitals in more than 205 countries and jurisdictions.



To ensure the security of ECES personnel and experts from risks related to political crises or natural disasters, ECES is supported by **Drum-Cussac** (www.drum-cussac.com) when it comes to related political and natural disaster evacuations. Drum-Cussac integrates information technology with deep operational security capability and a global footprint, protecting over 11 million of people and thousands of assets and facilities worldwide.

Thanks to Drum-Cussac services, ECES ensures the security of its personnel in the field, which also entails security warnings and evacuation plans in case of major threat.

In this context, ECES travelling professionals benefit from an all-encompassing travel risk managed service ensured by Drum-Cussac integrated with CIGNA medical assistance.



Because ECES is a growing organisation under the point of view of the financial turn over and the average size of its activities, ECES, ECES Board Members and ECES partners need to be effectively protected from legal risks related to the performance of ECES Board members. In this context, ECES contracted **AIG ltd** (www.aig.com) to provide ECES Board Members with a solid protection from claims brought against them for alleged breach of duty, negligence, misstatements, errors or omissions and other legal risks related to the performance of their functions and duties. AIG is a leading international insurance organization serving customers in more than 100 countries and jurisdictions.



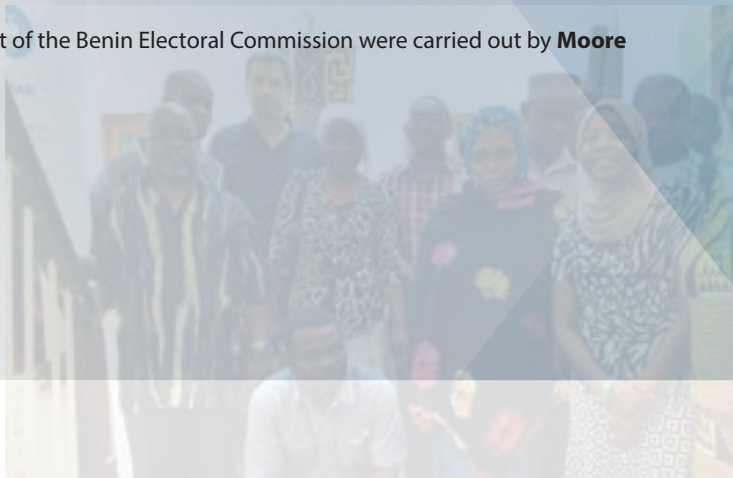
HOW WE WORK

Evaluations, Verification of Expenses and External Audits

ECES considers evaluations, projects' verification of expenses and external audits as occasions to further improve the implementation of activities in line with an effective financial management. Each project is constantly monitored throughout its life time using a set of auditing, financial and management benchmarks. ECES does this also via a specifically designed internal tracking software system where for each expense all the scanned supporting documents are stored in the software. Each expense, along with all the supporting documents scanned, is linked in the software to specific budget lines of the approved budget, thus allowing constant control of the level of expenses and preparing the ground for the final expenses verifications and external audits.

Verification of Expenses are carried out mostly following the indications of the donors if they have a preferred audit company that they would like ECES to use for a specific country or a specific project. Otherwise ECES collaborates with the most known audit companies at global level like KPMG, PWC, Deloitte, Moore Steven and Ernst & Young. Here below some examples of verification of expenses and procedures carried out within the context of our projects:

- The Project in Support of the Transparency and Credibility of the Elections in Burkina Faso (PACTE-BF) is audited by the international company - **2 AC Associés Audit & Conseil**.
- The expenses verifications of ECES' Project in Guinea Conakry, PARCAN I and II and the Programme in Support of the Transparency and Credibility of the Elections in Guinea (PACTE-Guinea) were carried out by - **Auditeurs Associés**.
- The Project Preventing Electoral Violence in the Southern African Development Community (PEV-SADC) was audited by **KPMG** and **Delta/Deloitte**.
- The Project in Support of the Transparency and Credibility of the Elections in Madagascar (PACTE Madagascar) and the Project in Support of Transparency and Credibility of Electoral Process in Union of Comoros (PACTE-Comores I) were audited by **Delta/Deloitte**. PACTE Madagascar was also externally audited by **Ernst & Young**.
- The expenses verifications for the Project in Support of the Libyan Forum of Civil Society (LFCS) and the project in Support of the Democratisation of Libya (SUDEL I and SUDEL II) were carried out by **KPMG** while **PriceWaterhouseCoopers (PWC)** carried out the three external audits for the same projects following the request of the EU.
- The expenses verifications for the Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar (PROPEL) were carried out by **Moore Stephens**.
- The expenses verifications for the Project in support of the Benin Electoral Commission were carried out by **Moore Stephens**.



HOW WE WORK

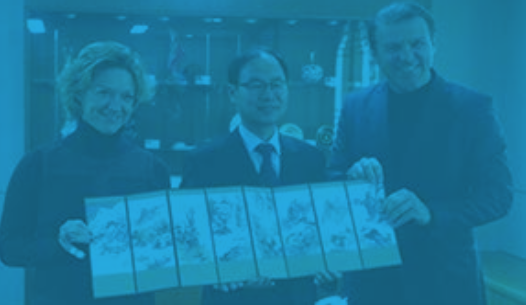


External evaluations are undertaken at mid-term and/or at the end of the project according to specific contractual agreements. External evaluations provide objective verification of results and technical advice on project implementation. Moreover, they develop a global overview on project management and they contribute to internal project assessment.

Here below some example of external evaluation of ECES projects:

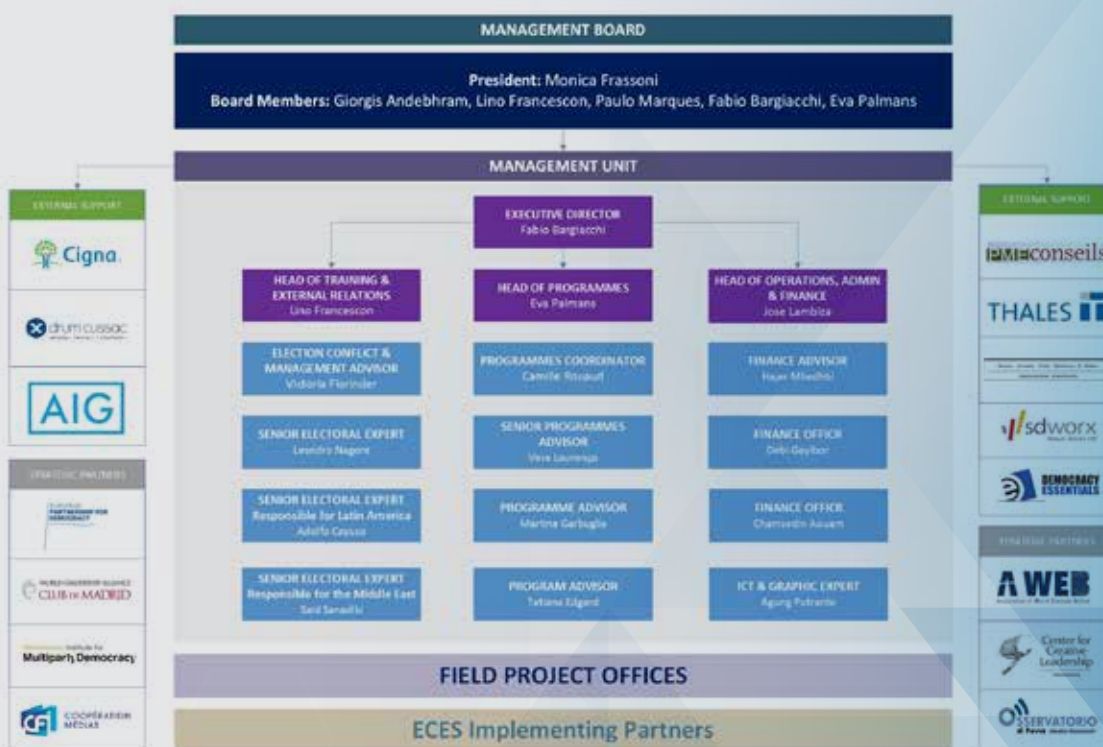
- Mid-term External Evaluation of the Project in Support of the Transparency and Credibility of the Elections in Burkina Faso (PACTE-BF);
- External Evaluation of the Programme in Support of the Transparency and Credibility of the Elections in Guinea (PACTE-Guinea);
- External Evaluation of Project in Support of Transparency and Credibility of Electoral Process in Union of Comoros (PACTE-Comoros I);
- External Evaluation of the Project in Support of the Transparency and Credibility of the Elections in Madagascar (PACTE-Madagascar);
- External Evaluations of the Projects SUDEL I & II - Supporting Democracy in Libya and WON FOR LYBIA - Supporting the Libyan Forum for Civil Society.





WHO WE ARE

ECES Organisational Structure



Here below are the biographies of the members of the Management Board, Management Unit and some of our senior and operational experts in the field.

Monica Frassoni President of the Board



Monica Frassoni is the President of ECES Management Board. Monica is an Italian politician who became actively involved in the European Federalist Movement in 1983 and was elected as the European General Secretary of the European Organisation of Young Federalists ("JEF") in 1987. From 1991 to 1993 she continued to follow youth policies as President of the European Co-ordinating Bureau of Youth' NGOs. From 1990 until the European Parliament (EP) elections in 1999, she worked for the Green/EFA Group in the EP as an advisor on institutional issues, internal rules and immunity. Working in this environment she concentrated on fighting for a democratic constitution for the European Union by championing the cause of European citizenship and fundamental rights. She was an elected member of the EP in Belgium, as part of the Belgian Green Party (ECOLO).

In the European elections of June 2004, she was re-elected to the EP with the Italian Greens. Frassoni was member of the Committee on Legal Affairs and of the Delegation for relations with Mercosur. From 2002 to 2009, she was the Co-President of the Green/EFA Group in the EP. Since October 2009, she has been the co-President of the European Green Party with Rheinhard Buetikofer. Frassoni was appointed Chief Observer for the EU Election Observation Missions in Venezuela 2006 and Bolivia 2006 by the former EU Commissioner for External Relations, Ferrero-Waldner. In December 2010, she along with Cécile Duflot, Renate Künast, and Marina Silva were named in "Foreign Policy" magazine's list of 100 top global thinkers of 2010 for taking Green mainstream.

WHO WE ARE



Fabio Bargiacchi Board Member and Executive Director



Fabio Bargiacchi is the Executive Director of ECES and member of ECES Management Board since August 2011. In this period, he led ECES to be one important actor in the electoral support field at European and global level. He has a wealth of experience throughout the years and in different senior positions, such as Senior Election Operations Expert, Training/Reporting Advisor and Coordinator of EU Election Observers and through long-term assignments in Central African Republic, Zimbabwe, West Bank and Gaza, Zambia, Kenya, Nigeria, Haiti, Tanzania, Democratic Republic of Congo, Suriname and Indonesia. Fabio has a deep understanding of project cycle management, particularly in Democratic Governance, through his long-standing experience working for the European Commission at the EU Delegation in Maputo (Mozambique) from 2001 to 2003 and at the EU Headquarters (in EuropeAid) in Brussels between 2004 and 2006.

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 Joint Task Force and oversaw its activities for the identification, formulation and support for the implementation of all the EC-UNDP electoral assistance projects. He 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 between September 2005 and February 2011. Fabio was, thus, involved in more than 70 UNDP projects amounting up to a sum of more than €600 million between 2004 and 2010. 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.

In total, and via his experiences for the EU, UN and OSCE, he has worked in the identification, formulation, implementation or evaluation of more than 100 electoral assistance projects in more than 50 countries since 1997. Fabio is a BRIDGE Accrediting training-facilitator and he is one of the main authors of the training curriculum "Leadership and Conflict Management Skills for Electoral Stakeholders, LEAD", conceived with the Center for Creative Leadership. In the last 10 years has coordinated, co-authored and contributed to a series of election-related publications and papers (see some of the publications Fabio Bargiacchi contributed to at pg. 49). Fabio was recently appointed Vice President of the European Partnership for Democracy (EPD) and coordinator for the implementation of a joint strategy devised with the partners of the European Partnership for Democracy called "A European Response to Electoral Cycles Support". EPD is the most important network of European civil and political society organisations working on democracy assistance.





WHO WE ARE

Eva Palmans Board Member and Head of Programmes



Eva joined ECES in April 2012 as Senior Electoral Advisor and became Head of Programmes and Board member in August 2014. She is also ECES' representative for the regional office of Southern Africa, based in Madagascar. For more than 10 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 Electoral Observer Missions (Burundi, Ivory Coast, Togo, Tunisia). With a Masters in Governance and Development and a PhD on 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

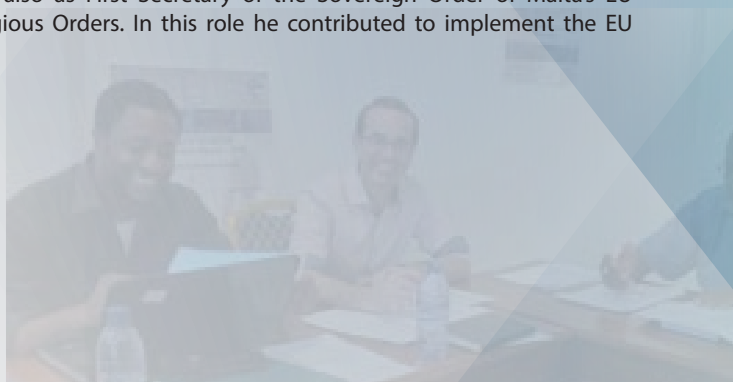
accredited BRIDGE trainer-facilitator and certified LEAD trainer and has provided technical assistance to domestic observers and electoral management bodies. Since the beginning of 2013, Eva is running ECES' projects in Madagascar as Project Coordinator (PACTE-Madagascar and INCIPALS). She is also actively involved in ECES' regional project, PEV SADC and the ongoing projects in the Union of Comoros. As Head of Programmes she is providing support and advice to all existing programmes and is contributing to attracting new partnerships and funding.

Lino Francescon Board Member and Head of External Relations



Lino is the Head of External Relations and Senior Training Advisor at ECES. Lino has been a civil servant for the European Union for 28 years and worked at the Directorate-General for External Relations (DG RELEX) of the European Commission from 1983 to 2010, and at the new European External Action Service (EEAS) during the course of 2011 before retiring. He was in charge of the training of EU Officials, Contractual Agents, Junior Experts in Delegations (JED), Seconded National Experts (SNE), local staff and interns assigned to the 140 EU Delegations in EU partner countries. In addition, he was responsible for the organisation of seminars for Junior and Senior Diplomats of Member States' Foreign Ministries and for the European Diplomatic Programme (EDP) created in 2000 by the Council of the European Union. He works at ECES since 2012 ensuring constant liaisons and interactions with all EU institutions. He provides senior advice to ECES for all training and capacity development activities. In collaboration with the Saint Louis

University in Brussels, he leads the organisation of an annual high-level large conference concerning mainly EU related issues to peace, security and democracy. Lino serves also as First Secretary of the Sovereign Order of Malta's EU Representation, one of the most ancient Catholic Religious Orders. In this role he contributed to implement the EU programmes and projects across the globe.



WHO WE ARE



Andebrhan Welde-Giorgis Board Member



Andebrhan is one of ECES founding members. He has more than 40 years of experience in the political field, more than 25 of which serving as a high-level policy advisor in the fields of international relations, diplomacy, trade, governance, development, humanitarian aid, peace and security. Most recently, Giorgis worked as an expert for the European Commission and the European Parliament in relation to the laying out of EU strategies for the Horn of Africa. He was also in charge of the project preparation reports for the European Commission. As a Senior Advisor for the International Crisis Group (ICG), he has contributed to ICG advocacy on strategies vis-à-vis African regional organisations, governments and agencies. Giorgis has held positions as Eritrea's Ambassador to the EU, Belgium, Luxembourg, Netherlands, Portugal, Spain, France and the United Kingdom, as well as to the Democratic Republic of Congo. He was also a Representative of the Eritrean Government and participated at several summits as the Head of the Eritrean Delegation. At last, Anderbrhan was during 2 years, the Commissioner for Coordination with the UN Mission in Eritrea and Ethiopia (UNMEE) and the Eritrean Government.

Paulo Marques Board Member



Paulo is one of ECES founding member. He has an extensive track record in the field of election observation and electoral assistance with particular reference to project management and implementation, financial and budgetary administration, operations, logistics and security. Between 2001 and 2010, he contributed to the management and implementation of over 35 election observation missions in more than 25 different countries. Paulo has a specific experience and understanding of the complete process of EU EOM planning and implementation, having managed the preparation and submission of offers for over 30 EU EOMs, participated in a number of fact-finding and pre-deployment planning missions, as well as in direct implementation as a key Expert managing the interface between the service provider and the European Commission and Core Team. He has held many positions as Programme Manager, he has been responsible for the provision of a wide range of preparatory services, procurement and project implementation. Many of the projects have been undertaken in the context of contracts awarded by Indra, Transtec and the International Organisation for Migrations. He has carried out several missions in the African and Latin American regions. Paulo is a Portuguese national and holds a university degree in Social Sciences.



WHO WE ARE

José Lambiza Head of Finance and Administration



José started to collaborate with ECES in 2015, within the context of the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF), as Expert in EU Project Management Expert. José then joined the ECES team in Brussels as Head of Finance and Administration. 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. Jose 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, Jose 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. José has a specific professional experience in the African context, in particular, he worked in Angola, Mali, Mozambique, Niger, Guinea Bissau, Ethiopia and Kenya. He 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.

Camille Rouaud Programmes Coordinator



Camille has been part of ECES team since the very beginning the organisation's activities in 2011. As Programmes Coordinator, Camille coordinates and supervises all of ECES' programmes and activities. She manages the liaison between ECES' experts, the field and the partnering CSOs, and participates in the management activities that take place in the Brussels Headquarters, while also providing key support to the work carried out by ECES' liaison office in Burkina Faso. She also conducts research on electoral assistance and supports ECES' staff in the drafting and publication of documentation. She was project assistant at the United Nations Democracy Fund (UNDEF) in New York where she participated in the management of around 70 projects aiming at deepening democracy, providing electoral support and protecting human rights worldwide. She also worked in Peru, with a local NGO that specialised in sustainable development, on gender based violence and in India, where she assisted a local NGO in the management of development programs based on microfinance. She holds a specialised Master degree in Development and International Cooperation (Sciences Po Lille).



WHO WE ARE



Victoria Florinder Election Conflict Management Advisor



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 is 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 Election Conflict Management Advisor and is at the same time the Project Director of the Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar – PROPEL that delivers 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 Building Resources in Democracy, Governance and Elections training programme (BRIDGE) and a 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 with SIDA, the Swedish Foreign Ministry, and the Norwegian Refugee Council for some seven years before joining ECES. Victoria has a Master's degree in Development Studies from Uppsala University and a Bachelor's degree in International Collaboration and Crisis Management from the National College of Defence in Stockholm, Sweden.

Vera Lourenço Senior Programmes Advisor



Vera, collaborated with ECES's projects in the field, and has joined ECES Headquarters in 2016 in the role of Senior Programmes Advisor. Over the past five years, Vera has participated in a number of election observation missions as core team member mainly in Africa (Togo, Ghana, Ethiopia, Algeria, Mali and Tunisia) with the European Union and the National Democratic Institute (NDI). Within the context of these missions, she trained and coordinated all international observers deployed in country. In addition to that, Vera took part in electoral assistance missions in Guinea and Sierra Leone. Within the context of these professional experiences, she was responsible for analysing and reporting on election administration, legal framework, political parties and candidates, human rights, media and civil society. More recently, Vera worked as Gender and Youth Analyst for NDI and as Political Analyst for the EU. Within the Project in Support of the

Credibility and Transparency of Elections in Burkina Faso (PACTE-BF), Vera contributed, in the role of LEAD facilitator, to implement an intensive training process in Leadership and Conflict Management that contributed to train more than 460 people across the Burkinabe territory. Furthermore, she also contributes to the implementation of activities of the Project "Participate" in Cape Verde and in the Programmes in Support of the Credibility and Transparency of Elections in Guinea (PACTE-Guinea I and II) as Senior Electoral Expert. Vera has a B.A in Political Science, and a Master in Applied Political Science from the Institute of Political and Social Sciences of Lisbon University (Portugal).



WHO WE ARE

Leandro Nagore Senior Electoral Expert



Since 2014, Leandro collaborates with ECES as Senior Electoral Experts at Projects (IRIS Elections, Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF), Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar (PROPEL) and at Headquarters level. Leandro Nagore has a B.A. in Philosophy, Politics and Economics and a post-graduate degree in Public International Law. Leandro has 16 years of experience in the electoral field, journalism, translation and interpretation. Over the past 12 years, he has participated in numerous election observation and expert missions, spanning over four continents, with the OSCE/ODIHR, the Carter Center and the EU; as a short-term and long-term observer, and more recently as an observer coordinator, reporting officer and as a legal/electoral expert. In his own country, Leandro worked as an electoral officer in the Madrid Electoral Board for the 2007 and 2008 electoral processes. For the past five years, Leandro has been working as a trainer/facilitator both in face-to-face and on-line trainings for different organisations in the framework of democratic support. In addition, he is involved in several research, analysis and development projects on electoral observation and management practice and methodology.

Anne-Sofie Holm Gerhard Senior Electoral Advisor



Anne-Sofie is currently serving as senior electoral advisor at ECES. She is an experienced election expert with specific technical knowledge in the field of electoral assistance and election observation. She has a solid experience in providing both election advisory services (strategic planning, management, formulation & advisory support) and operational support through the implementation of projects. She has experience in capacity building and training at the regional, national and international levels with a special focus on Africa. Furthermore, Anne-Sofie excels in preparing electoral and project budgets, while providing procurement advice for the purchase of sensitive electoral goods such as ballot boxes, ballot papers, indelible ink, biometric voter registration kits and polling kits. She has extensive experience in project management, external relations coordination and resources mobilisation.



WHO WE ARE



Adolfo Cayuso Senior Electoral Expert - Responsible Latin America



Adolfo collaborates with ECES as Senior Electoral Expert, especially for the development of ECES actions in Latin America. 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.

Said Sanadiki Senior Electoral Expert - Responsible Middle-East



Said collaborates with ECES as Senior Electoral Expert, especially for the expansion of ECES activities in Middle-East. Said has more than 10 years experience in election management and observation, democracy support and good governance. He designed and implemented training programs related to elections, democracy and good governance across the Middle East and North Africa region, and worked as a consultant for several international organizations. Among others, Said acted as the senior advisor to the UNDP Elections Assistance Program in Lebanon; he served as senior legal and electoral analyst of the Carter Center Mission to Libya, as Elections Operations Advisor in Yemen and he supported the Iraqi Commission in planning and structuring the BRIDGE training Unit. Furthermore, Said worked on the implementation of the EU International Fund for Stability in Egypt as Democracy Reporting International's (DRI) Country Director. During the transitional phase in Tunisia, he worked as Elections Management Specialist for IFES. Said also supported national observer groups in Sudan as Director of the Carter Center's field office. Said's expertise also prepared him to serve as Technical Advisor to the Lebanese Ministry of the Interior and the Lebanese Parliament. He is former Executive Director of the Lebanese Association for Democratic Elections, and facilitated the creation of the Arab Network for Domestic Observers. He holds degrees in Political Science, Business Management and Masters in Financial Management, and is an accredited BRIDGE facilitator.



WHO WE ARE

Scipion du Chatenet Senior Electoral and Operations Expert



Scipion served as Project Director of the Project PACTE-Comoros I. Currently, he collaborates with ECES as Senior Electoral Expert. For the past 20 years, Scipion has accumulated an extensive track record in the area of elections in technical assistance, observation and assessment missions within the EU, UN, IFES, ERIS, OSCE and various consortiums. Lately, Scipion held several management positions in the field of electoral support to electoral management body mainly in the Middle-East, Northern and Central Africa. He regularly provided training on implementation, operational and security aspects for election observation mission through the NEEDS project or to Ministry of Foreign Affairs in the Baltic countries. Prior his involvement in electoral activities, he spent five years working for the UN-DPKO/Field Administration and Logistics Division. In the nineties, Scipion was managing projects with the International Labour Organisation in Cambodia and World Food Programme in Mozambique to support the demobilisation, reinsertion and reintegration of soldiers. In 1991, he was a consultant at the UN Secretariat in New York at the Investment Management Services for the UN pension fund. He has a diploma in finance from the NYIF in the USA.

David Le Nôtre Project Director of Pacte-Comoros II



David is currently serving as 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 stabilization in Haiti (MINUSTAH) to provide technical assistance to the Provisional Electoral Council. Before to 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 Organisation for Migration (IOM) as Head of office in the Islamic Republic of Iran for the Out of Country Voting program and as Chief Operations 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.



WHO WE ARE



Franck Balme Senior Electoral Expert



Franck is the Electoral Expert for 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 civil society organisations 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). Recently, he was 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.

Stéphane Mondon Senior Electoral Expert



Stéphane started his collaboration with ECES in 2015 within the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE- BF) in the role of Senior Logistics Expert. He has extensive experience in election monitoring, electoral technical assistance, rule of law and programs to promote and support democracy. He began his career as a technical adviser to the Electoral Commission of Democratic Republic of Congo for the setup of the first voter registration exercise, the organization of presidential and legislative elections. In 2006, he worked as head of the Lawyer Without Borders office in the DRC, in the management of programs of access to justice for vulnerable populations. Promoted to director of operations at the headquarters of Avocats Sans Frontières, he oversaw six permanent missions and set up the fight against torture programs in Uganda, Rwanda, Burundi and DRC, as well as projects to fight against impunity in international crimes and assistance to victims of sexual violence. He has

participated in numerous electoral missions with the European Union, the OSCE / ODIHR, the United Nations, UNDP and the Carter Centre in Iraq, Ethiopia, Tanzania, Benin, Democratic Republic of Congo, Libya, Latvia. He directed the Expert Mission of the European Union in Rwanda and Election Observation Missions of the Carter Center in Kenya and Madagascar. Lecturer at the International Criminal Court on the political situation in Libya, he teaches at the European Inter-University Centre for Human Rights and Democracy in Venice. Before being involved in elections, Stéphane worked as a lawyer in Japan and France. He holds a Master in International Business Law from the University of Aix-Marseille in France and a degree in economics from the University of Commerce in Japan Otaru.

WHO WE ARE

Thijs Berman Senior Electoral Expert



Thijs is a former member of the European Parliament (2004- 2014). He has a considerable knowledge of elections thanks to both his professional experiences and to having been Chief Observer of several European Union (EU) election observation missions. Through these experiences, he not only learned to master all stages of the electoral cycle but also all the aspects related to the interactions between multiple electoral stakeholders. Thijs first followed elections related issues as a member of the parliamentary committees in charge of these matters. Later on, he put his knowledge into practice as Chief Observer of EU election observation missions (in Afghanistan, Ethiopia, Senegal). As head of the election observation missions, Thijs was responsible for all negotiations with the national authorities and the international community with regards to the communication aspects and the development of reports covering all phases of the electoral cycle and recommendations for future elections. Considering his experiences as

member of the Development Committee, as alternate member of the Sub-Committee for Human Rights and as rapporteur on the legal framework of the Instrument for Cooperation and Development and the multiannual budget for the Policy Co-operation and Development at the EU Parliament level, Thijs has a solid knowledge of all EU financial instruments and in particular of EDF procedures. Thanks to his background in journalism, Thijs has an excellent and proven ability to analyze complex situations, as well as a solid grasp of communication techniques.

Maria Teresa Mauro Electoral Legal Expert



Maria Teresa has more than 20 years of experience in the field of democratization, electoral assistance, rule of law, human rights, good governance and policy analysis, institutional and civil society development in developing and post-conflicts countries. Maria Teresa has 10 years of professional experience in the electoral field, where she held several positions such as Legal Advisor for the referendum in Khartoum - Sudan, Director of Constitutional Affairs in South Sudan, Legal Advisor for refugees and vulnerable groups' voting rights with the United Nations in West Africa and International Technical and Legal Advisor for the Venice Commission (Council of Europe) in the Caucasus and in the countries of the former Yugoslav Republic. Maria has a solid experience in all aspects of the legal framework, regulations and procedures with a specific focus on elections. Maria Teresa has a strong insight knowledge of Sudan, South Sudan, Mali and the DRC.

WHO WE ARE



Khalil Zerargui Electoral Expert



Khalil has extensive experience in analyzing and supporting all stages of the electoral process and strengthening the capacities of electoral stakeholders, in particular civil society. Moreover, since 2006, as President of the Association of electoral experts, Khalil combines electoral assistance with capacity building for electoral actors. Khalil's professional experience is mainly focused on post-conflict countries (Sudan, DRC, Guinea Bissau, Madagascar, Burundi, Liberia). With regards to civic and voter education, Khalil has a wide experience in supporting civil society organizations and developing campaign and awareness raising tools with a focus on youth and women's participation in the electoral process. Furthermore, Khalil is both BRIDGE (Building Resources in Democracy, Governance and Elections) and LEAD facilitator (Leadership and Conflict Management for Electoral Actors).

Denis Fontaine Senior Electoral Expert



Denis is currently serving as Electoral Expert of the Project in Support of the Credibility and Transparency of Electoral Process in Comoros (PACTE-Comoros II). Denis has an impressive expertise in electoral matter and electoral training having worked for over 35 years within the General Directorate of Elections of Québec. During this time, he held various positions, such as Electoral Operations Coordinator, Head of the Training department, Secretary General of the Chief Electoral Officer of Québec, Secretary of the Commission of electoral representation and Assistant to the President of the Commission of electoral representation. As a Senior Administrator, he acquired a solid expertise in management, planning, organisation, training and international cooperation. As electoral observer, he participated in several electoral observation missions in Mexico (2006, 2009, 2010 and 2012) and Bolivia (2009). It is worth to mention that Denis also acted as coordinator of the Network of Francophone Electoral Skills (RECEF). Mr. Fontaine was also a member of the board of directors of the Society for International Relations of Québec (SORIQ), an organisation which he chaired from September 2008 to September 2011. Denis holds a university degree in political science, administration and industrial relations.



WHO WE ARE

Giovanna Maiola Senior Media Monitoring Expert



Giovanna collaborated with a number of ECES projects, notably PACTE- Madagascar, PACTE-Burkina Faso and more recently within ECES's electoral technical assistance project in support to the electoral commission of Benin, in the role of Media Monitoring Expert. Giovanna is a researcher at the Osservatorio di Pavia where she is in charge of developing analysis related to electoral campaign and the media, political and public communication. Giovanna is also regularly involved in delivering trainings and consultations at national and international level. Giovanna has been working as Media Specialist since 1999 for a number of international organizations (United Nations, European commission, The Organization for Security and Co-operation in Europe, Council of Europe, and International IDEA) and Italian institutions (Ministry of Foreign Affairs, Regional Audio-visual Councils). She also collaborated with non-governmental organizations in the field of freedom of expression, democracy and human

rights, electoral campaign laws (Movimondo, International Foundation for Election Systems, International Media Support, Democracy Reporting International and Election Reform International Systems). During her professional experience, she joined, in the role of Media Analyst, a number of Electoral Observation and Technical Assistance Missions (Uzbekistan, Albania, Bosnia, Congo, Sri Lanka, Palestine, Tunisia, Pakistan, United States, Lebanon, Sudan, Ethiopia, Gambia, Turkmenistan, Algeria). Giovanna holds a Master degree in Political Science from university of Pavia and a master degree in Law from the School of Oriental and African Studies of the University of London.

Adina Borcan Senior Electoral and Communication Expert



Adina is currently serving as Institutional Communication Expert within ECES's electoral technical assistance project in support to the electoral commission of Benin. In 2015, Adina collaborated 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 that contributed to train more than 460 people all across Burkinabe territory. 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 extensive working experience in election observation. Over the last eight years, she joined several European Union Electoral Observation Missions (EU EOMs) taking part in the EU EOMs to Bangladesh, Togo, Tanzania, Guinea, Kenya, Zambia, Nigeria, Congo, Algeria and

Tunisia. During these missions, she monitored the overall electoral process, she participated and evaluated the quality of trainings 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 EAM) 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 organising media campaigns on children's right as well as on the right to education.

WHO WE ARE



Francis Buhendwa Senior Parliamentary Support Expert



Francis is the Parliamentary Expert of the Programme in Support of the Credibility and Transparency of Elections in Guinea (PACTE-Guinea I and II). Previously, he contributed to the projects in Support of the Strengthening of the capacities of the National Assembly of Guinea (PARCAN I and II). He holds a Degree in Economic and Social Law from the Catholic University of Louvain in Belgium. After having worked as a Lawyer at Brussels Bar from October 1999 to October 2006, he was appointed Political and Diplomatic Advisor to the Office of President of the Democratic Republic of Congo. In 2009, Francis decided to suspend his collaboration with Congolese Government in order to undertake high-level professional trainings in the fields of anti-corruption and security governance. These trainings facilitated his admission to the Center of Strategic Studies on Africa (CESA) of the United States (US) Department of Defence. In January 2010, he joined the US organisation Development Alternatives Incorporated (DAI), in charge of implementing the USAID Good Governance program. In the role of Legislative Advisor, he organized the Capacity Building activities for the Congolese National and Provincial Assemblies.

Abdoulaye Kourouma Project Coordinator of PACTE-BF



Abdoulaye joined the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE- BF) in 2016. He has strong and proven professional experience in electoral assistance and election observation. During the last 12 years, Abdoulaye worked with the United Nations (UN) in the field of electoral assistance, raising to the position of Head of Project with the United Nations Development Programme (UNDP), in Maputo, Mozambique. Abdoulaye held this position for the last six years. In this role, he was involved in the organisation of elections of 2008, 2009, 2013 and 2014, as well as in the coordination of the international election observation. Abdoulaye worked for 3 years within the UN Operation in Ivory Coast (UNOCI), where he was in charge of the UN Regional Electoral Office. In this role, he provided assistance to the Independent Electoral Commission (CEI) of Ivory Coast in planning and implementing electoral process phases. In the role of electoral observer, he collaborated with the Carter Center in various countries such as Myanmar, Ethiopia and Mozambique. More recently, Abdoulaye collaborated with ECES within the Project in support of the Credibility and Transparency of Electoral Process in the Union of Comoros (PACTE-Comoros II) as Senior Expert in Electoral Administration and Operations. Thanks to these professional experiences, Abdoulaye has a solid understanding of the various UN and European Union procedures related to electoral assistance projects management. He is also BRIDGE and LEAD accredited trainer. He holds a Master of Science from the Faculty of Science of the University of Conakry, Guinea.



WHO WE ARE

Dunia Ramazani Chief Technical Adviser of PACTE-BF



Dunia is currently the Chief Technical Adviser for the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE- BF). Dunia is a senior electoral expert specialized in the implementation of Information and Communication Technology in the electoral processes. Active in several countries, he participated in the introduction of information technology in many electoral processes. Dunia holds a PhD in Computer Science from the University of Montreal. He has extensive experience in advanced technology development. He has taught at various universities in North America. He was a visiting scholar at FORWISS (Germany) before joining the private sector, where he led the hardware and software engineering department at Siemens Canada. From 2005 to 2007, he worked in the public sector in the Democratic Republic of Congo where he was in charge of the National Processing Centre of the

Independent Electoral Commission. He then worked for various international organisations such as the UN, the European Commission, the US Agency for International Development (USAID) and the International Foundation for Electoral Systems (IFES).

Dominique Weerts Project Director of PACTE-Guinea II



Dominique is currently serving as Programme Director of the Programme in Support of the Credibility and Transparency of Elections in Guinea (PACTE-Guinea). Previously, he was the head of the Projects in Support of the Strengthening of the capacities of the National Assembly of Guinea (PARCAN I and II). He holds a degree in journalism. He began his career as a communications director for a company specializing in automatic identification. He then joined the midst of non-profit organisations in restructuring the sector of youth organisations in Rwanda, Burundi and Haiti. Back in Europe, he was appointed to the Ministry of International Relations of the Walloon Region and the Brussels-Wallonia Federation, where he worked to finalize the cooperation agreements between the two regional entities and their partners in many Caribbean countries of sub-Saharan Africa and Asia. He then worked as the Executive Director of Network Coordination Francophone Belgian NGOs for Development (NCCD). He later

joined the Office of the President of a French political party where he was responsible for issues related to asylum, migration, international relations and cooperation. He also acted as political secretary in the Belgian Senate. Dominique is currently an expert for the International Association of Francophone Mayors and works with the Policy Support Committee for Africa and the Caribbean (CAPAC-University of Liège). In this role, he has conducted several missions to support decentralization and monitoring electoral process in the Democratic Republic of Congo and Burundi.



WHO WE ARE



Virginie Ramey Institutional Communication Expert



Virginie started her collaboration with ECES in 2015 with the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE- BF) in the role of Institutional Communication Expert. With a background in journalism, Virginie joined the development sector thanks to a research on the role of media for peace in conflict zones. After nearly six years in the Democratic Republic of Congo with the EU Delegation as press officer and then as political analyst, Virginie joined the 2006 EU electoral observation mission to the Democratic Republic of Congo (DRC) as media expert. During her time at the EU Delegation in Sierra Leone, she managed several projects focusing on governance, especially in the field of elections, media and gender. Back at EU Headquarters in Brussels, she focused her work on gender equality, putting her expertise to the service of dozens of European projects, while carrying out several communication initiatives on this issue. From January 2015 to July 2015, she was responsible of

the information and communication unit at the Directorate of the European Commission - Neighbourhood and Enlargement. Virginie holds a Master I in Philosophy (Lyon III) and a Master II in Geopolitics (Paris VIII). She authored of two essays "The philosophical issues of journalism" and "Can professional information bring peace? The Case of Radio Okapi in the DRC".

Eric Pitois Administration and Finance Expert for PACTE-Burkina Faso



Eric started his collaboration with ECES in 2016 within the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF) in the role of Administrative and Finance Expert. Eric worked over 10 years for the European Commission's Humanitarian Aid and Civil Protection department (ECHO). He has been Head of Office in Burkina Faso for 6 years. In this role, he was responsible for defining humanitarian response strategies. Eric has also worked in Burundi, Tanzania, Liberia as an ECHO expert in charge of providing technical assistance. During this time, Eric fine-tuned his understanding of project management, particularly on the relationship between donors and implementing partners. Previously, Eric worked for several years with Doctors without Borders (MSF), holding various positions such as logistics, technical coordinator, ending up as head of mission in Cameroon, Guinea and Sierra Leone. During his professional path, Eric acquired a solid background in human resources and in project monitoring

and implementation.





WHO WE ARE

Alain Andriamananony Administration and Finance Expert for PEV-SADC Project



Alain is currently the Administrative and Finance Expert for the project Preventing Electoral Violence in the SADC Region (PEV-SADC). Prior to that, he was the Finance Manager of the PACTE projects in Burkina Faso and Madagascar. Alain began his international career within the United Nations system in 1987 as a UNDP programme officer in Mauritania. He also helped organise the UNDTCD project "Support to the implementation of the Centre of public executives training improvement" in Mali from 1989 to 1992. In 1994 he joined the office of the United Nations Programme in Bamako, as programme manager for community development before being recruited in 1997 as coordinator of the multisector project "Fight against poverty" in Mali through the promotion of national volunteering. In 2002, he was appointed as UNDP Deputy Resident Representative/Operations ad interim, for the UNDP office in the Republic of Kenya. He served as coordinator of operational support within UNDP project "Support to the elections in the

Democratic Republic of the Congo (APEC)", and then acted as Operations Manager within the project "Support to the Electoral Cycle in DRC - (PACE)" from 2005 to 2007, two electoral projects budgeted over US \$300 million. Recruited as Electoral Advisor under the UNDP Governance Programme in DRC in 2008, he was then transferred to Benin in 2010 as Electoral Advisor to the UNDP Resident Representative.

Philippe Galabert Administration and Finance Expert for PACTE-Guinea II



Philippe is ECES Head of Administration and Finance for the project PACTE-Guinea II. Philippe has extensive professional experience in the management of large operations and finance activities in the private sector and international organisations, including long periods spent in Anglophone, Francophone and Lusophone African countries. After two years of working in procurement and management services for an oil company in France, Philippe began his international career in the 90's with the World Food Programme (WFP) in Mozambique working as Operations Officer and Head of WFP sub-office for the Niassa province. In 1996 he worked as an Administrative and Finance officer at the International Organisation for Migrations managing a budget of over 10 million US Dollars, as well as, a staff of over 200 people in Mozambique (1996-1997), Angola (1997-1999), South Africa (1999-2000), East Timor (2000), Kosovo (2001), Senegal (2001-2006) and Geneva (2006-2010). After returning to the private

sector as Head of Operations for a private bank in Geneva from 2011 to 2012, he joined ECES in Madagascar in 2013. Philippe holds a master in Business Management from the Institute 3A of Lyon/France and a diploma in Marketing from the European Institute of Management of Bordeaux/France.



WHO WE ARE



Agung Putranto Senior ICT and Graphic Expert



Agung Putranto has a solid IT and design professional experience that consist of proficient use of softwares such as Print and Web Design. Agung also holds many international certifications such as: Adobe Certification (ACE), Cisco Certified Network Associate (CCNA), Microsoft Certified Desktop Support and other Technical Support certification and assistance to users. During his professional career, Agung collaborated with major companies such as Samsung, Shell, ASUS, Hewlet-Packard, ConocoPhilips, Coca Cola, etc..

In this regards to the electoral field, since 2004 he has participated in several Electoral Observation Missions of the EU to Indonesia, East Timor, Aceh and Nepal. Agung also worked as Technical Operations and Logistics Expert with the International Organisation for Migrations, the United Nation Development Programme and EuropeAid.

In 2015, he heavily contributed to the design and development of ballot papers for the coupled elections in Burkina Faso within the framework of the project PACTE-BF implemented by ECES. Agung holds a degree in marketing and management obtained in 1999 from University of Trisakti, Indonesia.

Martina Garbuglia Programme Advisor



Martina is serving as Programme Advisor at ECES HQ in Brussels since 2015. Before joining ECES, Martina served as research assistant for International IDEA to contribute to the publication "International Obligations for Elections: Guidelines for Legal Frameworks". She has also authored a research on "International and Regional Obligations and Jurisprudence for Democratic Accountability in Service Delivery". Previously, she worked for the NEEDS Project, the International IDEA West Africa Office, ULBCEVIPOL and the European Parliament. She has taken part in several international electoral observation missions organised by the European Union, the Carter Center and Democracy International, and she actively collaborated with the ACE Electoral Knowledge Network. Martina holds a BA in Political Science and a postgraduate degree in Development.





WHO WE ARE

Tatiana Edgard Programme Advisor



Tatiana is serving at ECES as Programme Advisor and before being deployed to ECES Headquarters in Brussels, she was part of PACTE – Comoros I project team (August 2014 - March 2015). Tatiana started to collaborate with ECES as Project Assistant within PEV-SADC project in Madagascar office. In this role, she provided support to the finance and programme teams for the implementation of project's activities. Because of her legal background, she also provided legal support. During her stay at ECES, Tatiana also supported the implementation of the project PACTE-Madagascar. Before joining ECES team in 2013, she worked as Junior Legal Adviser for PriceWaterhouseCoopers Tax & Legal in Madagascar where she dealt with creation, merging, dissolution of companies. In 2011, she served as Administrative Officer for a Malagasy Advisory and Services Company dealing with logistical support for organising events, with the assessment and follow-up of projects in different sectors. Tatiana graduated from the University of

Antananarivo and she holds a Master of Advanced Studies in Business Law.

Valeria Aldighieri Programme Advisor



Since March 2015, Valeria is serving as Project Officer, especially within the project PACTE-Comoros II. Between October 2014 and March 2015 she was Junior Project Associate at ECES's headquarter in Brussels. After having completed her Bachelor's degree in Political Science and International Relations at the University of Genoa in 2011, Valeria obtained a Master degree in History of International Relations and Regional Integration Processes with a specialization in European Studies at the Institute of European Studies of Strasbourg. Since 2010, Valeria has taken more concrete steps towards the field of development cooperation through a voluntary work in Senegal where she co-authored a research paper entitled «Economic Partnership Agreement with the European Union and West Africa: the case of Senegal» published in 2011. In 2011, Valeria worked as Head of Communications and Partnership Development at the headquarters of the Association

Solidarité Entraide Madagascar. Between 2012 and 2013 she was Head of Mission for the same Association in Madagascar on water sanitation system and environment protection field.



WHO WE ARE



Hajer Mhedhbi Finance and Administration Advisor



Hajer joined ECES team in Brussels in 2015 as Financial and Management Advisor. At ECES, Hajer is in charge of finances - managing financial flows by carrying out budget monitoring according to the requirements of each specific contract. Hajer works in the area of financial management since 2008. Specialised in finances, Hajer graduated the Institute for Higher Commercial Studies/Hautes Etudes Commerciales in Tunisia. She undertook the position of Finances and Administration Officer for companies in the private sector. Hajer worked for Consulting Company Group in Tunisia, before joining The International Foundation for Electoral Systems (IFES) where she worked for 4 years. Hajer has a strong experience in financial and administrative management in the NGOs specialized in electoral processes.

Debi Gayibor Finance and Administration Officer



Debi joined the ECES team in Brussels in 2015 as Finance and Administration Officer. In this role, she is in charge of projects accounting and follow-up of payments. Debi holds a Master in Business Law and Taxation awarded by Ecole Supérieure de Gestion de Paris. She has a proven experience in accounting and administrative management of legal entities. Previously, Debi worked at "Jette", Real Estate and Social Agency, where she was responsible for the accounting and administrative management of the company. Previously, Debi worked as an accountant for Laboratoires Expanscience.

Chamsedin Aouam Finance and Admin Officer for PACTE-Comoros II



Within the project PACTE-Comoros II, Chamsedin is in charge of monitoring the implementation of procedures in view to ensure the proper administration of the project. He is also responsible for the overall project accounting. Prior to this assignment, Chamsedin was in charge of ECES accounting at the headquarters in Belgium. Before joining ECES, Chamsedin worked as a consultant for an accounting firm. In this role he managed a client portfolio of over 50 companies, in the accounting and tax advice areas. Two years later, he was hired by an Accounting and Tax Consultants firm, having more than 135 clients, both, physical and legal entities, of which Chamsedin was responsible. He is a graduate of the Institute of Economics 'HELDB' in Brussels, with a specialization in VAT and European tax system. He also has a Master in Accounting and Tax Expertise.

PUBLICATIONS

The members of ECES Management Board and Management Unit and other experts working within ECES' projects in the field, have authored, co-authored or contributed to a number of publications in their past or present assignments for ECES and/or for different other organisations. These resources span from training manuals, working papers to thematic papers that ECES makes available to practitioners and academics with the aim of contributing to the global sharing of knowledge and lesson learned in the electoral support sector. Copyrights for some of these publications are held by the relevant organisations with which the ECES personnel worked at the time of publication and therefore they can be accessed and downloaded on the relevant organisations' websites.

Please find below some examples of publications:

- **Using International Standards, Handbook for Domestic Election Observers**, Editor: Marie-Carin von Gumpenberg; Contributors: Fabio Bargiacchi, Tim Baker, Igor Gaon, Marie-Carin von Gumpenberg, Milica Kovačević, Mathieu Merino, Andria Nadiradze, Eva Palmans, Vladimir Pran, Council of Europe, 2014.
- **Eritrea at a Crossroads: A Narrative of Triumph, Betrayal and Hope**, Andebrhan Welde Giorgis, Strategic Book Publishing, 2014.
- **Handbook for the Electoral Observation Mission of SADC-ECF**, European Centre for Electoral Support (ECES) – PACTE Madagascar, 2013;
- **Biometrics in elections: Issues and Perspectives**, European Centre for Electoral Support (ECES), Organisation Internationale de la Francophonie (OIF) and National Autonomous and Permanent Electoral Commission of Gabon, 2013.



PUBLICATIONS



- **Missing a Trick? Building Bridges between EU Mediation and EU Electoral Support in Conflict-affected Countries**, Antje Herrberg, Fabio Bargiacchi and Raphaël Pouyé, MediatEUr, 2012.
- **The Electoral Cycle Approach: Effectiveness and Sustainability of Electoral Assistance**, Fabio Bargiacchi, Ricardo Godinho Gomes and Mette Bakken, Istituto per gli Studi di Politica Internazionale- ISPI, 2011.
- **EU and Peace building, Policy and Legal Aspects**, Editors: Steven Blockmans, Jan Wouters, Tom Ruys; Contributors: Patrick Dupont, Francesco Torcoli and Fabio Bargiacchi (Part IV. Rule of law, democracy and human rights, Ch. 13 The European Union and electoral support), University of Leuven, TMC Asser Institute, 2010.
- **ACE Focus on: Effective Electoral Assistance**, Domenico Tuccinardi, Paul Guerin, Fabio Bargiacchi, Linda Maguire, ACE Electoral Knowledge Network, 2008.
- **EC Methodological Guide on Electoral Assistance**, Fabio Bargiacchi, Paul Guerin, Domenico Tuccinardi, Mario Rui Queiró and I. Ribot, EuropAid, 2006.

For the exhaustive list of publications, please visit ECES website www.eces.eu/publications

“Our strengths lie in the deep knowledge of electoral matters coupled with extensive comparative experiences of ECES team but also and foremost in the passion and commitment we put in our work to support electoral processes worldwide.

After many years working in this field, for different organisations and different contexts, every morning we get up we still feel blessed to have the possibility to do this job.

We are still convinced today that this is our call and we feel a profound fulfilment to give our daily small contribution to the work that the international community is doing in terms of democratization and development”.

Fabio Bargiacchi, ECES’ Executive Director







ECES

EUROPEAN CENTRE FOR ELECTORAL SUPPORT

Avenue Louise 209A, 1050 Brussels, Belgium
Phone: +32 (0) 2 325 55 58 – Fax : +32 (0) 2 502 6630

Email : info@eces.eu

Website: www.eces.eu



www.facebook.com/eces.eu



www.twitter.com/ECESeu



<https://be.linkedin.com/in/european-centre-for-electoral-support-22257470>



www.youtube.com/user/ECESeu