<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our History</td>
<td>2</td>
</tr>
<tr>
<td>Fact and Figures</td>
<td>7</td>
</tr>
<tr>
<td>Our Vision &amp; Mission</td>
<td>8</td>
</tr>
<tr>
<td>Our Strategy</td>
<td>9</td>
</tr>
<tr>
<td>Our Methodology</td>
<td>11</td>
</tr>
<tr>
<td>Our Key Activities</td>
<td>13</td>
</tr>
<tr>
<td>Where We Work</td>
<td>16</td>
</tr>
<tr>
<td>Our Main Projects</td>
<td>17</td>
</tr>
<tr>
<td>Capacity Development</td>
<td>32</td>
</tr>
<tr>
<td>Our Partners</td>
<td>40</td>
</tr>
<tr>
<td>How We Work</td>
<td>46</td>
</tr>
<tr>
<td>Who We Are</td>
<td>52</td>
</tr>
<tr>
<td>Publications</td>
<td>81</td>
</tr>
</tbody>
</table>
Our History

ECES is a not for profit private foundation headquartered in Brussels with a global remit. ECES promotes sustainable democratic development through the provision of advisory services, operational support and management of large projects in the electoral and democracy assistance field.

ECES works with all electoral stakeholders, including “Electoral Management Bodies (EMBs), civil society organizations involved in voter education and election observation, political parties, parliaments, media, security forces, religious groups and legal institutions confronted with electoral disputes resolution”.

ECES was established in September 2010 and was launched in December of the same year when Abbot Apollinaire Mulhongo Malumalu, founding member of ECES and the first President of its management board, was invited by the European Commission to attend the European Development Days. During this occasion, the creation of ECES was announced. He explained that a number of senior electoral experts and practitioners identified the need of establishing a European based not for profit organisation specialised in providing electoral support consistent with European values and EU policies in favour of beneficiary countries partner of the EU.

ECES emerged as an idea of a European organisation specializing in electoral support to be at the service of the EU and EU member states long before being officially founded in 2010.

The idea and initiative came from Fabio Bargiacchi already back in 1997 when participating in an OSCE mission in Bosnia. There, he realised that USAID had its own organisation dedicated to implementing electoral assistance via an established cooperative agreement since 1995, known as the “Consortium for Elections and Political Process Strengthening (CEPPS)”1. The EU, however, did not have such an organisation but was instead funding the OSCE and the United Nations.

1 https://www.ndi.org/CEPPS, https://www.ifes.org/cepps, https://www.ir.i.org/program/consortium-elections-political-process-strengthening. The agreement included the three key US-based organisations such as the International Republican Institute (IRI), the International Foundation for Electoral Systems (IFES) and the National Democratic Institute for International Affairs (NDI).
Fabio Bargiacchi co-opted to this cause the late Abbot Apollinaire Muhulungu Malu Malu, who had similar ideas about the need to establish a European Centre for Electoral Support embodying the views and values of the EU and EU member states as donors. Both men also sought to integrate the views of the beneficiaries’ countries in terms of visibility, steering of projects, flexibility and cost effectiveness to dedicate more funds to activities instead of administration and human resources costs.

In July 2011, Fabio Bargiacchi was entrusted to lead ECES’ management unit as its Executive Director amongst the members of ECES management board. The same year, Monica Frassoni, was appointed Vice President of ECES and she later took over the Presidency when Abbot Malumalu resigned due to commitments in his home country, the Democratic Republic of Congo, but also for health reasons that a few years later unfortunately costed his life.

ECES embarked on its first real large endeavour at the beginning of February 2012 by delivering face-to-face and distance training to the ten electoral management bodies of the ECCAS (Economic Community of Central African States). ECES was also awarded a project to support the local elections in post-revolution Libya in two stages that entailed an operational phase and a dialogue process phase, focusing on reconciliation of the war-torn country.

Nine years down the line, ECES is a well-established organisation that is proud of its roots and the course it has taken, the many challenges it has overcome as well as the numerous milestone achievements. Our quest to deliver electoral assistance world-wide while promoting European values through a European distinct delivery mechanism is constantly growing. As such, ECES is committed to continue contributing to democratic and electoral processes worldwide.

In June 2016, ECES participated in the European Development Days (EDD 2016) and presented the lessons learned from supporting democratic and electoral processes in fragile contexts through inclusive dialogue and enhanced leadership capacities. During this event, ECES was represented during the high-level panel, “Opportunities and Challenges in the Security and Development Nexus”, chaired by High Representative of the Union for Foreign Affairs and Security Policy and Vice-President of the Commission, Federica Mogherini.

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2 The former President of the Electoral Commission of the Democratic Republic of Congo, President of the networks of electoral management bodies (EMBs) of the Southern and Central African regions, and founding member of the the Network for francophone electoral competencies (Réseau des Compétences Electorales Francophone – RECEF)
Thijs Berman represented ECES in the Panel, at the time, Team Leader in the Central Africa Republic (CAR), 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. His contribution to the high-level panel, “Implementing Sustainable Development Goal 16 for Peaceful and Inclusive Societies - Opportunities and Challenges in the Security and Development Nexus”, departed from his experience of elections in hardship contexts.

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».

As the previous year, ECES was selected to show-case its work during the European Development Days 2017 (EDD17). The ECES stand was built around the theme “The potential of EU funded electoral assistance to support the prevention of election related conflict and violence: lessons from the Southern African Region”. During EDD17, ECES pre-launched its handbook on the prevention of election related conflict and violence with case studies from the Southern Africa region. The handbook is the result of the research component of the regional conflict prevention project PEV SADC (Preventing Electoral Conflict in the SADC region www.pevsadc.eu) implemented by ECES since February 2013.

ECES was invited to participate to the European Development Days of 2018 and 2019, where it presented its work pertaining to the role of women in electoral processes as well as inclusiveness and elections.

From 2012 to 2019, ECES signed over 70 contracts in support of electoral processes and strengthening of democratic institutions.

Recently, ECES has been awarded with three milestone projects, namely: the “European Response to Electoral Cycle Approach in Ethiopia, EURECS in Ethiopia”, the EU Support to Democratic Governance in Nigeria (EU-SDGN) to provide Support to the Independent National Electoral Commission (INEC)” and the “EU Support to Jordanian Democratic Institutions and Development (EU-JDID)”. These three projects are built on the lessons learned from having implemented multiple projects in support to electoral and democratic processes. They are implemented according to the EURECS copyrighted strategy.
ECES forms part of the consortium to which the European Commission has awarded the prestigious ‘Electoral Observation Democracy Support (EODS II)’ contract.

ECES boasts a wealth of experience and expertise in electoral support projects stemming from nearly all regions across the globe. During its 9 years of delivering electoral and democracy support, ECES has implemented activities in more than 40 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 90 countries around the world.

ECES employs a diverse team of highly skilled international, regional and national electoral experts collaborating on its projects. ECES has thus far contracted more than 2,000 persons, representing over 50 different nationalities.

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), Effective Electoral Assistance (EEA) and BRIDGE (Building Resources in Democracy Governance and Elections) has so far reached over 5000 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’ current network of funding, strategic and implementing partners amounts to over 80 diverse organisations and institutions worldwide.

The EU and EU Member States are ECES’ largest donors, 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 hubs in the world, hosting most of the European institutions and the North Atlantic Treaty Organisation – NATO headquarters. 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. However, ECES is a decentralised organisation with field offices and liaison offices in most places where it has ongoing projects, to bring activities closer to our beneficiaries and counterparts in partner countries.

ECES developed a partnership with the Sant’Anna School of Advanced Studies of Pisa to promote customised, accessible and innovative capacity building programmes for all electoral stakeholders, including the Master on Electoral Policy and Administration – MEPA.

ECES is also part of a consortium led by the College of Europe to implement the ERMES project (European Response on Mediation Support) and provide a tool for the EU to advance its objectives and role in the field of mediation and dialogue. The project is implemented under the supervision of the Service for Foreign Policy Instruments of the European Commission.
and in close consultation with the Mediation Support Team of the European External Action Services which ensures the political steer. The ERMES project office is located within ECES headquarters’ premises in Brussels.

ECES is a member of the European Partnership for Democracy (EPD) and is part of its Board of Directors. EPD is the most important network of European civil and political society organisations working on democracy assistance. It comprises 14 European foundations and civil society organisations from eleven EU Member States working in Africa, Asia, Europe, the Middle East and Latin America with funding of EU and EU Member States.

ECES is also member of the Federation of European and International Association established in Belgium (FAIB) and is part of the EU Transparency Register and of the Transnational Giving Europe Network.
FACTS & FIGURES

- **Contracts signed since December 2010**: > 70
- **Countries where ECES Implemented its activities**: > 40
- **International & National Personnel recruited**: > 1500
- **Different nationalities contributing to ECES projects**: > 60
- **People Trained (LEAD, BRIDGE, EEA and Election Observation)**: > 6000
- **Strategic partners Worldwide**: > 20
- **Implementing partners Worldwide**: 50
- **Donors (EU, EU member States, Intl Organisations, EMBs)**: > 20
**OUR VISION & MISSION**

**VISION**

To be the reference European not for profit organisation to implement electoral support projects in line with the values and policies of the European Union and its Member States. ECES strives to support the partner countries of the EU to organise their electoral processes in a credible and transparent manner as the best contribution to stability and to the development of inclusive and fair societies.

**MISSION**

We are an association of electoral and EU project management experts that implement electoral support via copyrighted tools and methodologies resumed in our copyrighted strategy called “A European Response to Electoral Cycle Support - EURECS”. ECES implements its activities and projects by focusing on sustainable strategies that consider the complex political circumstances and the effects of any electoral support.
ECES has crafted and copyrighted its strategy called “A European Response to Electoral Cycle Support - EURECS”. This is an innovative and alternative delivery mechanism to implement electoral and democracy assistance activities that are consistent with European values and EU policies. It targets the implementation of the recommendations of EU election observation missions and is built to help prevent, mitigate and manage electoral related conflicts.

EURECS is implemented via specific methodologies and tools developed and also copyrighted by ECES such as its Standard Operation Procedures, the Communication & Visibility Guidelines, the Electoral Political Economy Analyses, the project approach to contribute Preventing Electoral Conflicts and the cascade training curriculum called “Leadership and Conflict Management Skills for Electoral Stakeholders, LEAD”.

When applicable with the terms of references/the scope of a new project, the narrative section of the application includes the following methodologies based on EU intervention, and specifically developed and copyrighted by ECES. Further information on all those tools is available in the dedicated documentation:

**EURECS**: is an innovative strategy that encompasses a practical implementation approach to electoral support. Developed and copyrighted by ECES, EURECS is based on the belief that electoral assistance should expand in two dimensions; time and space. This strategy has a long-term approach to elections based on support throughout all stages of the electoral cycle should move from ambition to reality. A broader and more integrated approach to stimulate ownership among political and electoral players and also create opportunities for concrete results.

**LEAD**: This training, copyrighted by ECES, is the result of the partnership between ECES and the Center for Creative Leadership - Leadership Beyond Boundaries (CCL-LBB). The overall objective of the LEAD training 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.

**PEV**: The copyrighted Prevention of Electoral Violence (PEV) approach is part of the ECES' strategy EURECS. The PEV methodology includes a series of activities aimed at operationalising a conflict prevention mechanism by setting up an early warning and rapid response tool based on a capacity-building program for the actors involved in preventing/reducing tensions. As such, the central activity in the PEV approach is to put in place the early warning and rapid response mechanism by using national civil society organisations, and other non-state actors (NSA), such as youth and women groups, etc. to create a network of “whistle-blowers” (focal points) and initiators of dialogue and conflict-resolution and peacebuilding initiatives.
EPEA: A methodology copyrighted by ECES, that uses the political economy analysis (PAE), which studies the interaction of political and economic processes in society, distribution of power and wealth between different groups and individuals, as well as processes that create, sustain and transform those relationships over time. The EPEA analysis recognizes the complexity of electoral processes and the number of factors that influence it, which go beyond election administration, free and fair competition of candidates and observance of the right to vote. The role and impact of socio-economic factors in electoral processes have been recognized in the research of electoral integrity and political stability. EPEA as a tool for systematic monitoring.

ELECTORAL SECURITY THREAT ASSESSMENT (ESTA): this methodology, copyrighted by ECES, is the projects stakeholder mapping activity with the potential to monitor lurking localised conflicts or external threats from border areas and more. The ESTA is a constant security mapping that seeks also to engage on non-committal terms with the “supply side” of the security sector, including various nation institutions in charge to ensure the security of the country. Thanks to the ESTA, monthly reports are produced and shared with project beneficiaries, using the heat map as well as interrelationship diagram to add details of behind threats identified with a frequent monitoring of shifts in positions etc. The ESTA generates a hot-spot map but also allows mapping conflicts that are not bound to a geographical area and monitor triggers in the electoral-political process mindful of escalation points.

STANDARDS OPERATING PROCEDURES (SOPS): It is the integrated Standard Operating Procedures (SOP) used by ECES to implement its strategy “European response to electoral cycle support” - EURECS.

ECES copyrighted SOPs is an integrated document that provides detailed step-by-step guidance on the implementation of EURECS following each phase of the electoral cycle. The SOP provide an ample description of both processes and procedures to be followed in order to implement EURECS in line with international standards and regulations of sound project cycle management using donor funds.

Providing practical guidance to all ECES experts that will implement activities fully in line with the SoPs, this document has been designed along the lines of the project cycle form part of relevant reading for ECES experts, donors, evaluators and auditors.

COMMUNICATION AND VISIBILITY (CV) GUIDELINES: These guidelines offer a 360-degree picture of the current landscape. They cover everything from audience understanding to social media analytics, taking better pictures to writing better words, banner design to logo design, copyright to search engine optimisation. these guidelines are drafted for our personnel but also to be shared with our donors, beneficiaries of our projects and other electoral stakeholders to indicate the importance ECES attach to this issue also to fully respect contractual conditions with our donors.

Reference to ECES communication and visibility strategy, including the CV guidelines and the specific plan of communication and visibility of the project to be drafted at the beginning and approved by the donor.
Within the context of its work, ECES is specialised in effective handling of the very complex and delicate set of interactions among the electoral management bodies, multilateral and bilateral development agencies, governments, civil society organisations, political parties, and providers of electoral material and services. The proper management of this set of relationships requires specific skills that ECES has developed, going well beyond technical advice. This is achieved by implementing the following:

- Grounding electoral support more firmly within the political context/circumstances of the beneficiary state by using the political economy analysis approach as a tool to help identify the appropriate kind of support needed, as well as identify the risks associated with non-workable strategies, identified by formulation missions.

- Promoting political dialogue as an integral part of the electoral assistance planning; also, by developing regional, national, and local capacities for dialogue and mediation for the consensual and inclusive management of transitions and the prevention and mitigation of electoral and political conflicts and violence.

- Integrating electoral assistance projects with other activities that are carried out in the fields of democracy and development support more broadly. These include women’s empowerment, leadership development, parliamentary and political party support, and development of a strategy for stabilisation and recovery, combining rule of law and access to justice and security.

- Using strategic, operational and financial planning as a tool to ensure a phase approach within the cycle. This enables donors, governments and electoral stakeholders to easily support the process and have benchmarks and indicators of progress. This also helps to make long-term electoral assistance more effective in its implementation of measures aimed at improving the credibility of electoral processes and institutions, building confidence, widening participation, and preventing violence.

- Increasing the synergies between domestic, regional and international election observation missions and electoral assistance actors, so that the recommendations of observation missions are routinely treated as a starting point for engaging election observers with the EMBs and electoral assistance providers with donors and other electoral stakeholders. Doing so enhances the formulation and implementation of electoral assistance projects that promote dialogue, prevent violence (including gender-based violence), boost participation, and ensure successful management of electoral processes.

- Increasing the support to national election observation organisations for the development of appropriate and customised methodologies to implement long-term or permanent observation. This focuses on the most sensitive steps of electoral cycles, such as: delimitation of boundaries, campaign finance, media access, voter registration (including audit of voter register based on biometry and automated fingerprint identification systems), results aggregation, electoral violence, and electoral disputes resolution mechanisms.

- Emphasising building and developing national and local capacities on the ground,
Connecting national, regional and global stakeholders through the facilitation of south-south cooperation, peer reviews, and exchange of experiences among the EMBs and regional EMB organisations by funding regional and transnational projects.

- Increasing support to regional and national schools of electoral administration and to academic curricula related to electoral studies, including to relevant distance education and e-learning programmes using sustainable and cost-effective communication technologies. The focus should be on facilitating both academic and practical comparative experiences for electoral administrators and those seeking careers as electoral professionals. Additionally, this will target the increase of number of women in electoral administration by enabling them to become electoral administrators.

- Encouraging ISO certification in pursuit of modernisation and searching for better tools aimed at improving the services offered to citizens, ECES is committed to a process of continuous improvement to organise and manage their process by having a baseline quality management system with a focus on processes and results.
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 maximise the impact while guaranteeing the quality of the courses (LEAD programme is presented in further details in pg. 16);

Advisory support: provision of specific, high quality, flexible and customisable 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 that 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 is a require for improvement 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 SECURITISATION OF BALLOT PAPER:** several 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 standardising 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 of observing 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, the 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, website, 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 characterised 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 RADICALISATION: 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.

CRISIS MANAGEMENT/MISSION 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 experts 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 prepare 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 is 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 characterised 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 maximise 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 EMBS 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 fully 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.

**ELECTORAL 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 regard, ECES developed a set of digital instruments such as the Electoral Translator, which allows access to 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 every single project produces visibility plan according to the rules and regulations of each donor, which is submitted to approval before it is implemented. This includes design and publishing of dedicated websites and social network activities.

**IMPLEMENTATION OF CIVIC-VOTER EDUCATION CAMPAIGNS:** ECES designs and implements civic and voter education activities for different electoral stakeholders, particularly 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 boasts a wealth of experience and expertise in electoral support projects ranging across the globe. In addition to the foundation’s direct management of projects in some 40 countries, ECES’s founders and personnel have harvested field experience in over 70 countries worldwide.
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’ most notable projects, while a comprehensive list of all projects is available on www.eces.eu/projects.

**EUROPEAN RESPONSE TO ELECTORAL CYCLE SUPPORT IN ETHIOPIA (EURECS ETHIOPIA)**

The EURECS project seeks to strengthen the National Electoral Board of Ethiopia (NEBE) to raise the profile of an independent, credible and effective institution that will deliver inclusive and democratic electoral processes in Ethiopia. The action seeks to contribute to enhance the transparency, credibility and public confidence in the NEBE, as well as in the electoral process, recognising the high expectations on the 2020 elections as the starting point for a paradigm shift in the conduct of elections in the country.

The EURECS project will be implemented in synergy with the PEV-Ethiopia project, both led by ECES, whereby the PEV project has started on 1st of June 2019. Both projects, EURECS and PEV, are based on identification and formulation missions carried out by ECES in December 2018 and subsequent sustained presence of ECES’ personnel in Ethiopia.

In light of the ongoing reform process in Ethiopia –initiated with the appointment of Prime Minister Dr. Abiy Ahmed in April 2018, it is paramount that the election board is adequately equipped to perform its core mandate of delivering credible elections while working to ensure sustainability of democratic gains beyond this action and forthcoming electoral cycles. With this overarching objective in mind, the NEBE is the main beneficiary of the EURECS project activities, implemented by ECES and its partners based in Ethiopia for over a decade, the Forum of Federations (FoF) and GOInnovation. Not only will the project provide capacity building and institutional support to NEBE, but it will also offer an opportunity for on-the-job training for key NEBE staff by jointly planning, implementing, and evaluating activities foreseen within this project. Project’s website: www.democracy-support.eu/ethiopia.
Prevention, Mitigation and Management of Election-Related Conflicts and Potential Violence (PEV-Ethiopia)

The project seeks to establish a coalition of like-minded non-state actors (NSAs) in order to form a stronger voice in political- and electoral process in Ethiopia. The NSA coalition established under the project will be capacitated and closely assisted in carrying out activities that cumulatively contributes to the prevention, mitigation and management of election related conflicts and potential violence in the run up to, and following, the scheduled 2020 elections. The action seeks to fill a void created during the last decades in Ethiopia and will use the 2020 elections as the platform where their newly acquired skills can be tested.

In light of the reform process and opened space for NSAs, it is essential that NSAs receives substantial support to make a meaningful contribution allowing self-sufficiency beyond this action and following the 2020 electoral cycle. The action has in view to prevent, mitigate and manage election related conflicts and potential violence and recognises the unrivalled impact that a coordinated and targeted NSA coalition may have. Therefore, the NSA coalition will be the main delivery mechanism through which the project will implement activities closely assisted by project lead, ECES, and associates. As such, the NSA coalition will therefore not only receive capacity building and institutional support but also on-the-job training by planning, implementing and evaluating activities foreseen within this project.

This action is built around seven interconnected result areas. These are:

• Production and dissemination of base-line data, with policy relevance;
• Establish an NSA Coalition and capacitating the coalition, and a wider span of NSAs, in election observation;
• Skills enhancement in leadership and conflict management, media monitoring and journalist capacity building, not limited to the NSA coalition;
• NSA-led election conflict prevention, mitigation and management activities spanning from grassroots conflict coordinators to an informal, flexible mediation group of elders;
• Capitalising on existing early warning structures and capacitate with electoral conflict prevention capacities, while establishing a distinct election conflict early warning by merging into what already exists and fill the gaps;
• NSA-led election situation room;
• Civic and voter education outreach and NSA-led dialogue with traditional structures exploring the role of youth in pro-peace messaging.

Project’s website: www.democracy-support.eu/ethiopia.
**PROJECT IN SUPPORT OF ENHANCED SUSTAINABILITY AND ELECTORAL INTEGRITY IN AFGHANISTAN (PROSES)**

The European Union funded Project in Support of Enhanced Sustainability and Electoral Integrity in Afghanistan (PROSES) was crafted as a response to the identified needs in the EU Exceptional Assistance Measure on Support to electoral institutions in Afghanistan. The European Centre for Electoral Support is implementing this project on behalf of the EU that will last for 18 months for 3.5 million EURO from the Instrument contributing to Stability and Peace (IcSP). The activities will be implemented in support of the upcoming Afghan electoral cycle including the Parliamentary and District elections set for October 2018 and presidential and provincial elections set for April 2019. The project will address the persisting vulnerabilities of electoral integrity inherited from previous electoral cycles. The objectives of the project are geared toward:

- An Electoral integrity vulnerability proactively identified and reduced through administrative planning and action;
- An Increased capacity of electoral stakeholders to apply evidence-based and effective leadership approaches to the conduct of elections and to the adjudication of election disputes;
- Measures contributing to the accountability and inclusivity of political and electoral processes through the broad participation of relevant electoral stakeholders with specific emphasis on women.

The overarching implementation strategy will be in line with the values of the European Response to Electoral Cycle Support (EURECS) crafted by ECES. Project’s website: www.democracy-support.eu/afghanistan.

**EUROPEAN RESOURCE FOR MEDIATION SUPPORT III (ERMES III)**

Since its beginning in 2014, European Resources for Mediation Support (ERMES) has proven to be an extremely useful tool for the EU role in mediation and dialogue. This action aims to build on the successful experiences of the “ERMES I” and “ERMES II” and provide a tool for the EU to advance its objectives and role in the field of mediation and dialogue. ERMES has been successful in meeting the need of providing experts in the context of changing timelines and under short notice, proving its great level of flexibility and responsiveness both in the selection and mobilisation of non-key experts as well as in providing various logistical and administrative support tasks.

The project will be implemented under the supervision of the Service for Foreign Policy Instruments (FPI), in close consultation with the European External Action Service’s Mediation Support Team situated within the Division for Prevention of Conflicts, Rule of Law and SSR,
Integrated Approach, Stabilisation and Mediation (PRISM), which ensure the political steer. The individual assignments to be implemented will be managed and coordinated together with the relevant Services and Geographic Units within the EEAS and the European Commission, as well as with EU Delegations. Additional information is available on ECES’ website: http://www.eces.eu/posts/ermes-european-resources-for-mediation-support.

PROJECT IN SUPPORT OF THE PREVENTION, MITIGATION AND MANAGE ELECTION-RELATED CONFLICT AND POTENTIAL VIOLENCE IN SOUTH AFRICA (PEV-RSA)

The European Union funded project to Prevent, Mitigate and Manage Election-Related Conflict and Potential Violence in South Africa (PEV-RSA) was crafted in collaboration with the Independent Electoral Commission of South Africa (IEC). The European Centre for Electoral Support is implementing this project in partnership with the IEC, which will last for 24 months, with activities to support the prevention, mitigation and management of election-related conflicts and potential violence that may arise prior to, during and after the 2019 general elections at national and provincial level.

The objectives of the project are geared towards:

• Enhancing leadership and conflict management capacities among key players, such as the coordinators and volunteers of the provincial conflict mediation panels;

• Reviving existing peace infrastructures and connect its work to the province conflict mediation panels by providing secretariat services i.e. coordination, inclusion in capacity building and institutional support;

• Supporting regional/international peer exchange meant to bridge the IEC with EMBs in other countries in order to share best practices pertaining to conflict prevention and management.

Project’s website: www.democracy-support.eu/southafrica.

EU SUPPORT TO DEMOCRATIC GOVERNANCE IN NIGERIA (EU-SDGN) — SUPPORT TO INEC

The project EU-SDGN – Support to Independent National Electoral Commission of Nigeria (INEC) is meant to complement the efforts of the government to improve and strengthen democracy, especially with regards to the 2019 general elections. Within the 11th European Development Fund (EDF), national authorities renewed their commitment to cooperate in the pursuit and achievement of the objectives foreseen in the EU Support to Democratic Governance in Nigeria (EU-SDGN) 2016 – 2020 Project. The project, EU-SDGN – Support to Independent National Electoral Commission (INEC) is part of a broader EU programme in Nigeria of five components as follows: Support to INEC; Support
to the National Assembly; Support to Political Parties; Support to Media; and Support to CSOs. The project contributes to the reinforcement of democracy in Nigeria through building strong, effective and legitimate democratic institutions. In particular, the project aims to:

- Enhancing the capacities of the INEC and other electoral stakeholders to deliver effectively;
- Strengthening INEC’s strategic planning, policy framework and operational capacity;
- Enhancing INEC’s internal communication and strengthening the institutional mechanisms to engage with stakeholders.

The design of the EU-SDGN project was undertaken in close cooperation with all relevant electoral stakeholders in Nigeria, taking into account the findings and recommendations of the latest EU EOM, as well as INEC internal review and report on the 2015 general elections. Furthermore, the project is built upon the EURECS Strategy. Project’s website: www.democracy-support.eu/nigeria.

**EU-JDID, EU SUPPORT TO JORDANIAN DEMOCRATIC INSTITUTIONS & DEVELOPMENT (EU-JDID)**

ECES is the consortium leader of the European not for profit organisations that contribute to the implementation of the programme “EU Support to Jordanian Democratic Institutions & Development”, funded by the EU. The following organisations are part of the consortium: European Partnership for Democracy (EPD); Netherlands Institute for Multiparty Democracy (NIMD); Westminster Foundation for Democracy (WFD) and the French Agency for Media Cooperation (CFI). This project, which is meant to run for a minimum of 4 years, is crafted to comply with EU priorities and methodology for democracy and electoral support and is based on the EURECS Strategy. The overall objective of the action is to support Jordan’s reform process towards the consolidation of democracy and promote inclusiveness of national policy- and decision-making processes, including women and youth, leading to a stronger democratic and tolerant political culture. In particular, the project aims to:

- Strengthen the functioning of the House of Representatives (HoR) in exercising its core parliamentary functions in a professional, accountable and transparent manner;
- Enhance the functioning of the Independent Electoral Commission (IEC) and other key stakeholders, hence contributing to elections conducted in a professional, transparent and credible manner;
- Support the political party system in contributing to democratic governance and policy making.

The main beneficiaries of the project are the HoR, the IEC, the Judiciary, the Ministry of Political and Parliamentary Affairs (MoPPA), political parties, women and youth in leadership positions, media houses and their owners/journalists involved in democracy and political reporting. Project’s website: www.democracy-support.eu/jordan.
PROJECT IN SUPPORT OF THE CREDIBILITY AND THE TRANSPARENCY OF THE ELECTIONS IN COMOROS (PACTE III COMOROS)

The Swiss Embassy in Madagascar, Comoros and Seychelles granted financial support to ECES to in strengthening the political participation of women in the Union of Comoros. Indeed, the level of female participation in the Comorian political arena remains low and, as stated by Mr. Gorka Gamarra, ECES Project Manager in Comoros, “female candidates for elected positions are relatively few: for the elections of the Union’s Assembly, only 8 out of 213 were women candidates (3.76%) and despite the massive participation of women to the polls, which reached 48 % in the last elections, out of 33 deputies only one is a woman”. Following the last electoral cycle (2015 – 2016) the country was ranked last among the African Union countries on this matter. In this context, the financial support of the Swiss Embassy provided a direct support to the National Commission of Gender and contributed to the continuity of ECES strategy to promote the participation of women in public life in the Union of Comoros, supported during the last years through the projects PACTE I, PACTE II and PACTE III. This project aimed to support the production and dissemination of the historical memory of women’s political participation in the Union of Comoros with the aim of inspiring students, especially female students, and encouraging them to take an active part in public life. In particular, it enabled the production and the publication of a book compiling interviews with twelve Comorian women who have significantly influenced the political landscape of the country and beyond. Awareness tools were also produced, especially for young people. Awareness raising materials were used during a nation-wide tour in the high schools of the sixteen prefectures of the country. This initiative involved women who shared their experiences in the book. Through this project, ECES - in partnership with the Swiss Cooperation aimed to contribute to making the Comorian electoral process and political arena more inclusive. Project’s website: www.pacte-comores.eu.

PREVENTING ELECTORAL VIOLENCE IN MADAGASCAR (PEV-MADAGASCAR)

This project, financed by the EU Instrument contributing to Stability and Peace (IcSP), is based on the lessons learned from the projects led by ECES in the region, and is aimed at consolidating the achievements and establishing continuity of the projects implemented by ECES in Madagascar since 2013. PEV Madagascar aims to create a peaceful climate to inspire trust in the democratic process, while promoting dialogue and collaboration amongst various electoral stakeholders. Consolidating peace and stability requires the establishment of a solid framework for dialogue at all levels of Malagasy society. To this effect, ECES collaborates with electoral administrators, elected officials, CSOs, media organisations, youth and women networks, religious leaders and security forces. The global objective of this action is to contribute to prevention of electoral conflict and possible violence and to support civil society and other key actors in promoting a peaceful and inclusive electoral process. The project seeks to achieve this goal by reinforcing the mediation capacities of civil
society and other key electoral stakeholders through dialogue and collaboration in electoral conflict and violence prevention. In this context, PEV-Madagascar aims to establish a conflict prevention mechanism as an early warning and rapid response tools. The project also aims to promote dialogue initiatives among the civil society, the electoral administration and security forces in order to support mutual trust and understanding. As quality and objective information is a key tool in promoting tolerance and peace, PEV Madagascar supports conflict-sensitive journalism and media monitoring. Project’s website: www.pevmadagascar.eu.

PROJECT IN SUPPORT TO THE ELECTORAL PROCESS IN THE REPUBLIC OF SENEGAL (PAPE SENEGAL)

The project in Support of the Electoral Process in Senegal (PAPE Senegal), funded by the Ministry of Foreign Affairs of the Federal Republic of Germany, is implemented by ECES following the request made by the General Direction of Elections (DGE) in June 2016. The general objective of the project is to contribute to the organisation of an inclusive electoral process based on the responsible and active participation of all electoral stakeholders. PAPE Senegal also aims to contribute to the implementation of the constitutional reforms adopted through the referendum of 20 March 2016 and to consolidate democracy at large.

The specific objectives of the project are to:

• Develop and implement voter awareness and education campaigns;
• Reinforce the institutional communication of the DGE;
• Reinforce leadership and conflict management capacities of electoral stakeholders (LEAD training) to encourage the establishment of permanent platforms of dialogue and consultation between national actors.

The PAPE project started in February of 2017. The 1st phase (February-November 2017) primarily focused on providing support to the July 2017 legislative elections. Thanks to the additional financial support of the Federal Republic of Germany and with the contribution of the European Union, the Project will continue to support political dialogue between national electoral stakeholders, mainly through three major pillars:

• Audit of the voter roll;
• Review of the electoral law;
• Support to the monitoring committee.

Project’s website: www.papesenegal.eu.
PROJECT IN SUPPORT OF THE CREDIBILITY AND THE TRANSPARENCY OF THE ELECTIONS IN BURKINA FASO (PACTE-BF)

The project PACTE-BF was launched in May 2015 and ran for 18 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 benefited 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, was designed to align to the different needs expressed by the Independent National Electoral Commission (INEC) and to support the 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 was to contribute to the organisation of credible, transparent and peaceful elections in Burkina Faso. The Project aimed at providing technical and operational support to the INEC and its local branches in planning, organising and conducting credible, transparent and peaceful elections. During the course of the project, activities were geared towards strengthening the capacities of the INEC. PACTE-FB was designed following the electoral cycle approach with specific activities implemented during the pre-electoral, the electoral and the post-electoral phases. Project’s website: www.pacte-burkinafaso.eu.

ELECTORAL OBSERVATION AND DEMOCRACY SUPPORT (EODS II)

ECES is a member of the consortium that implements the ‘Electoral Observation Democracy Support (EODS II)’ project. EODS aims to contribute to the consolidation of a consistent methodology for EU Election Observation Missions, in line with relevant international and regional standards for democratic elections. EODS II also focuses on strengthening EU observers’ capabilities, through the development of a common EU approach. In addition to that, the project aims to strengthen the election observation capacity and methodology of regional organisations and networks.

Among others, the main activities of the EODS II project will be to:

- Further develop methodological and training tools;
- Address new challenges for EU EOM methodology;
- Carry out studies/researches on election topics and methodological issues.

EODS II will ensure targeted briefings for EU EOMs Core Teams and for potential Chief Observers (COs) and for EU Delegation Officers and will provide support/advise mechanism to EU EOMs. Furthermore, the project will provide assistance and advice on the communication, outreach and visibility strategy for EU EOMs and it will establish regular and close cooperation.
with other international or regional organisations and networks.

EODS’ experts provided by ECES and the Osservatorio di Pavia have long-standing and consolidated experience in elections; therefore, they will ensure a complementary pool of know-how for a holistic and multifaceted project implementation. The lead technical backstopping of the project’s 3 years is ensured by ECES. Project’s website: www.eods.eu.

**SUPPORT TO THE OF NATIONAL ELECTION OBSERVATION AND DEMOCRATIC ADVOCACY IN GABON**

The Project in Support of National Electoral Observation in Gabon, funded by the EU, aims to contribute to the integrity of the national electoral process by supporting credible, professional and transparent election observation activities, democratic advocacy and political dialogue. In particular, the project aims at implementing activities to support electoral observation through the development of a methodology inspired from regional and international best practices and to support capacity building with regards to democratic advocacy. Capacity building activities are focused on the monitoring of the electoral cycle (implementation of the recommendations and the consolidation of the lessons learned during the presidential elections of August 2016) and on facilitating the set-up of inclusive political dialogue at the national level. Advocacy initiatives in favour of inclusive political dialogue aim to raise the awareness of national electoral and political actors with regards to:

- The importance of an inclusive national dialogue for identifying a shared solution to contribute to the credibility of future elections;
- The importance of securing a framework/space for dialogue for all national actors involved in the political and electoral process, in order to enhance the democratic culture based on dialogue and mutual trust.

Additional information is available on ECES’ website: [http://www.eces.eu/posts/project-in-gabon-](http://www.eces.eu/posts/project-in-gabon-).

**PREVENTING ELECTORAL VIOLENCE IN THE SADC (PEV 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 raising 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’s website: www.pevsadc.eu.

PROGRAMME SUPPORTING CREDIBILITY AND TRANSPARENCY OF ELECTIONS IN GUINEA CONAKRY (PACTE GUINEA I & II)

PACTE-Guinea I is a project funded by the EU. The project aimed 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;
- Strengthen media monitoring systems and contribute to effective management of electoral disputes in view of reducing potential conflicts.

The project PACTE Guinea II, also funded by the EU, aimed 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 had the objective of further strengthening the results that have been already achieved by the first project PACTE-Guinea I. The project, which started in December 2015, had a duration of 15 months. The expected results of PACTE-Guinea II included capacity enhancement of national democratic institutions and the strengthening of media and civil society capacities in contributing to citizen information and conflict mitigation. Project’s website: www.pacte-guinee.eu.

PROJECT IN SUPPORT OF THE STRENGTHENING OF THE CAPACITIES OF THE NATIONAL ASSEMBLY OF GUINEA (PARCAN GUINEA I & II)

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 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 is available on ECES’ website: www.eces.eu/posts/parcan-guinea.

PROJECT IN SUPPORT OF THE CREDIBILITY AND THE TRANSPARENCY OF THE ELECTIONS IN MADAGASCAR (PACTE-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 additional months. Project’s website: www.pacte-madagascar.eu.

TECHNICAL ASSISTANCE TO THE NATIONAL AUTHORITY FOR ELECTIONS (NAE) IN CENTRAL AFRICAN REPUBLIC (CAR)

The project, entirely funded by the EU and implemented by ECES in partnership with IBF International Consulting, took 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 was implemented for 12 months. The overall objective of this project was to support CAR in its transition to democratic stability and sustainable exit from a state of fragility. The specific objective of the project is 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 regard 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. Additional information is available on ECES’s website: http://www.eces.eu/posts/technical-assistance-to-nae.

PROJECT IN SUPPORT OF A PEACEFUL AND INCLUSIVE ELECTORAL PROCESS IN ZANZIBAR (PROPEL)

The EU-funded PROPEL sought to support the implementation of a peaceful elections in 2015 on the island 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 organised in June 2015, the twelve-month project was signed on August 21st, 2015. The project was a specifically targeted intervention that sought to prevent the outbreak of conflict in Zanzibar during the time period leading to and immediately after the elections of 2015. The project aimed to contain the situation in Zanzibar and propel constructive democratic trends while supporting successful local peace initiatives. The project also aimed to set up mediation services on conflict prevention between political party leaders, state officials, religious leaders and non-state actors in Zanzibar. PROPEL also supported dialogue services in view to identify, support and implement national- and community level conflict mitigation and resolution processes. Furthermore, PROPEL contributed to awareness-raising and capacity building activities in support of political reconciliation and peaceful elections. Project’s website: www.propel-zanzibar.eu.

CITIZEN INITIATIVE FOR CONSOLIDATION PEACE, LEADERSHIP AND STABILITY IN MADAGASCAR (INCIPALS)

INCIPALS is an EU-funded project that built on the achievements of PACTE-Madagascar and it aimed at further consolidating the achievements of the previous project. INCIPALS was signed in May 2015 and was 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 was to contribute to create a peaceful environment for consolidating the democratisation process in Madagascar.

INCIPALS aimed to

• Support dialogue/discussion between different components of the Malagasy society;
• Strengthen capacities in conflict prevention and peace consolidation;
• Consolidate civic/electoral education initiatives and to strengthen leadership capacity of women in view to support their political participation.
• Consolidate the rule of law;
• Reinforce the trust between elected representatives and the electorate and strengthen the accountability of those elected;
• Support 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’s website: www.incipals.eu.

ELECTORAL TECHNICAL ASSISTANCE TO THE AUTONOMOUS NATIONAL ELECTORAL COMMISSION (CENA) IN BENIN

The main objective of this EU funded ‘Electoral Technical Assistance’ Project was to contribute to the consolidation of democracy in Benin by strengthening the capacities of the Autonomous National Electoral Commission (CENA) to organise and conduct the presidential elections of 2016. The specific objectives of the project were to strengthen the capacity of the CENA in regard 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 provided 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 supported the INEC’s communications including on this website design and development: www.cena.bj. Additional information is available on ECES’ website: http://www.eces.eu/posts/technical-assistance-in-benin.

SUPPORT TO THE STRENGTHENING OF THE CIVIC PARTICIPATION IN ELECTIONS (PARTICIPE CABO VERDE)

The National Electoral Commission (CNE) of Cape Verde launched on 13th of November
2015 “Participe – Cabo Verde: Support to the Strengthening of the Civic Participation in Elections”, a project funded by the EU. In this context, ECES provide institutional and capacity building expertise to the CNE of Cape Verde, beneficiary of the grant. “Participe-Cabo Verde” project aimed 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 were 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.

**SUPPORTING DEMOCRACY IN LIBYA (SUDEL I & II)**

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, reconciliation and capacity development for civil society and electoral stakeholders. SUDEL promoted the strategic linkage between countrywide national reconciliation initiatives and 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;
- Provide operational and technical support to the organisation of local elections;
- 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 organise 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.
Support to the Democratisation Process in Sudan (SDP Sudan)

Between February and November 2013, ECES, in partnership with the International Organization for Migration (IOM), implemented the capacity-development component of the project aimed at support 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 (NEC) 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 is one of ECES’ main fields of expertise. ECES believes that dissemination of knowledge and sharing of lessons learned among diverse electoral stakeholders and practitioners establishes a fertile growing ground for further systematised 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:

• Master in Electoral Policy and Administration;
• Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD) trainings;
• Effective Electoral Assistance trainings;
• Building Resources in Democracy, Governance and Elections (BRIDGE) trainings;
• ISO Certification process.

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 programmes of LEAD, Effective Electoral Assistance, BRIDGE and Election Observation, from February 2012 until May 2017, more than 5000 persons have been trained.

**MASTER IN ELECTORAL POLICY AND ADMINISTRATION (MEPA)**

In January 2018, ECES and Sant’Anna School of Advanced Studies (SSSA) signed a Memorandum of Understanding to establish a framework of collaboration aimed to:

• Develop and conduct customised, accessible and innovative capacity building programmes for current and aspiring election administrators and practitioners;
• Increase the accessibility of knowledge tools/capacity building programmes through the updating and upgrading of the ECES-SSSA existing training curriculum including translation and customisation.

The ECES-SSSA collaboration will mainly allow mid-upper electoral professionals, practitioners and other interested electoral stakeholders to enrol and attend the online Master on Electoral Policy and Administration (MEPA) or any of the 19 individual modules of MEPA, and which are based on the electoral cycle approach. The collaboration between ECES and SSSA will result in the update and upgrade of MEPA’s contents, including the customisation of modules as per identified needs. This includes the ongoing translation of
MEPA curriculum into Arabic, French, Portuguese and Spanish.

This online Master programme, at the moment available only in English, is based on the 2014 International IDEA designed ‘Model Curriculum – Master of Electoral Policy and Administration’ and on the concept of the ‘electoral cycle approach’ as presented in the Methodological Guide of Electoral Assistance of the European Commission and the Handbook on Electoral Management Design of International IDEA. MEPA is hosted in the e-learning platform developed by the United Nations Institute for Training and Research.

The average duration of the Programme is one year. Students may opt to complete the degree within a longer timeframe. However, the maximum duration of the programme should not exceed two years. Individual modules are also available, leading to the attainment of a Certificate of Completion of the specific module taken. MEPA is composed of an online component (nine months) and an optional residential component at the Scuola Superiore Sant’Anna in Pisa, Italy (up to three weeks). A maximum of 67 academic credits are awarded upon successful completion of the Master programme. Two to four academic credits are awarded for individual modules.

The main educational goals of the MEPA are as follows:

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

Taking into account ECES’ operational experience and lessons learned from having implemented more than 70 projects in support to democracy and electoral processes in over 35 different countries in the last 8 years, ECES contributes to MEPA through the provision of content, in order to further ensure the relevance of the curriculum to practitioners’ needs when
it comes to electoral assistance. ECES also facilitates the contribution of high-level experts and practitioners from around the world to this programme.

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

ECES-SSSA signed already an agreement with the Independent Election Commission of Jordan (IEC) for selected senior electoral administrators to enrol at the MEPA and take part in other activities. The trilateral agreement between ECES, SSSA and IEC will also support the translation of MEPA curriculum into Arabic via the EU funded Programme ‘EU Support to Jordanian Democratic Institutions and Development (EU-JDID)’.

**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). In particular, building on his vast experience in the electoral assistance field, Fabio Bargiacchi, ECES’ Executive Director, while attending the CCL’s “Leadership Development Program” in San Diego in August 2009, identified the need for capacity-building training to enhance 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 EMBs, non-Governmental Organisations (NGOs), 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.

ISO TRAINING AND CERTIFICATION PROCESS

Beginning in 2007 and based on the requests of its Member States, the Organization of American States (OAS www.oas.org) began providing technical accompaniment to those countries that requested it through the implementation of quality management and certification systems following the 9001 norms of the International Standardisation Organisation (ISO, www.iso.org).

In February 2014, ISO technical specifications for quality management systems for electoral organisations was published (ISO/TS 17582:2014) and designed for use by electoral bodies to focus on the quality of its services vis a vis of all electoral stakeholders. ISO/TS 17582:2014 involves eight key electoral processes: 1) voter registration; 2) registration of political organisations and candidates; 3) electoral logistics; 4) vote casting, 5) vote counting and declaration of results; 6) electoral education; 7) oversight of campaign financing; 8) resolution of electoral disputes.

This process complements the international obligations-based approach and allows EMBs to:

• Identify operational vulnerabilities;
• Highlight opportunities for improvement;
• Place a greater emphasis on leadership, communication and management of change;
• Create a framework to evaluate services provided to citizens and all electoral stakeholders;
• Promote a culture of continuous improvement.

In May 2015, the OAS established the International Electoral Accreditation Body (IEAB) whose mission is to promote transparency and quality in elections by supporting the certification of election management bodies against international electoral standards. The ultimate objective
of the IEAB is to guarantee the integrity of the certification process with the ISO/TS 17582:2014 by ensuring that standard criteria are used in certification assessments and that “Lead Assessors and Auditors” possess the requisite knowledge and abilities to carry out assessments, and to ensure that certification decisions are the product of consensus.

In this context, ECES, OAS and IEAB are collaborating to spread the knowledge and comprehension of ISO/TS 17582:2014 and the IEAB Assessment Methodology and to support the certification processes for interested EMBs in Africa, the Middle East and other regions or countries where ECES implements activities and projects.

The majority of ECES’ senior staff have been trained by IEAB, thus enabling ECES to support and accompany electoral management bodies in their certification process.

### 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 learned 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 maximize 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.

**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 and 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.

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:

Within the framework of the Memorandum of Understanding signed, in August 2015, between ECES and the Mexico City’s Electoral Institute - Instituto Electoral del Distrito Federal (IEDF), the European Centre for Electoral Support carried out 3 LEAD - Leadership and Conflict Management Trainings in Mexico City. These trainings have been organised jointly by the IEDF and the Electoral Prosecutor’s Office (Fiscalía Especializada para la Atención a los Delitos Electorales - FEPARDE).

In partnership with the Geneva Centre for Security Policy (www.gcsp.ch), ECES contributed to the Comprehensive Peacebuilding Course for the 21st Century. The Geneva Centre for Security Policy conducts the course in partnership with Swisspeace and brings together individuals working in the field of peacebuilding from governments, civil society organisations, international organisations and the private sector. ECES has a standing commitment to deliver content pertaining to the electoral cycle in fragile contexts.

• 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 Neighbourhood 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.
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.
Funding Partners by Contributions

- EU
- EU Member States (Austria, Denmark, French, Germany, Luxembourg)
- USAID
- Canada
- Australian Aids
- 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 organizations 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 Nº of Contracts

- EU
- EU Member States (Austria, Denmark, French, Germany, Luxembourg).
- USAID
- Canada
- Australian Aids
- 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 organizations 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).
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 have 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.

EIP is an independent peace-making and conflict resolution actor that focuses on issues affecting peace and security of particular concern to Europe. The institute pursues multi-track diplomacy and acts as a flexible, external tool in support of EU dialogue and mediation efforts. It has a unique structure as an independent institution whose core members are European states inside and outside the EU, who share a common commitment to a European and EU global peace agenda. ECES and EIP seek to contribute to the consolidation of democratic processes in conflict zones in accordance with the EU’s global strategy and its integrated approach, which stipulates the importance of applying a multi-dimensional, multi-level and multi-phased approach to conflict systems.

ECES established a strategic partnership with the General Secretariat of the Organization of American States – GS/OAS (www.oas.org). Within the General Secretariat, the Department of Electoral Cooperation and Observation is the principal responsible unit for implementing election observation missions, technical cooperation programmes and disseminating knowledge and promoting democratic practices’ exchanges in the region. In this context, the Memorandum of Understanding between ECES and GS/OAS represents a roadmap for how OAS and ECES can use the know-how and expertise from our respective networks and staff in order to achieve a shared mission, namely promoting transparency and quality in elections for a sustainable democratic development.

ECES is a partner of 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.

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 is also a 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.

During the European Development Days 2017, the President of ECES, Monica Frassoni, and the Director of The Center for Electoral Promotion and Assistance (CAPEL), Jose Thomson, signed a Memorandum of Understanding between the two organisations, ensuring closer cooperation and coordination in electoral support within Latin America, North America and the Caribbean regions. CAPEL is a specialised 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.

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 held by the EMB of Dominican Republic and the Vice - Presidency is held by the EMB of Romania. The board of A-WEB 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 A-WEB 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 A-WEB 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 events in the election management community calendar.

ECES is also a partner of 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.

ECES developed a partnership with the Sant’Anna School of Advanced Studies of Pisa to promote customised, accessible and innovative capacity-enhancing programmes for all electoral stakeholders, including the Master on Electoral Policy and Administration (MEPA).

ECES is also a member of a consortium led by the College of Europe (CoE) to implement the third edition of the European Resources for Mediation Support (ERMES) project, which is a tool for the EU to advance its objectives and role in the field of mediation and dialogue. The project is implemented under the supervision of the Service for Foreign Policy Instruments of the European Commission and in close consultation with the Mediation Support Team of the European External Action Services (EEAS), which guide the political direction. The ERMES project office is hosted within ECES headquarters’ premises in Brussels.

ECES is also member of the Federation of European and International Associations established in Belgium (FAIB) and is part of the EU Transparency Register and of the Transnational Giving Europe Network.

ECES partners also with Center for Creative Leadership (CCL www.ccl.org), a provider of innovative leadership development solutions and for 15 years is in the top 10 best executive education institute in the rating of the Financial Times. The cooperation between ECES and CCL materialised 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, Spanish, Russian 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 Sustainable Democracy in Africa (EISA www.eisa.org), International Organization 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 Electoral Management Bodies (EMBs) and 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 www.econec-resao.org), 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.

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.
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 our organisation, the annual accounts, after being externally audited, are submitted to and published by the National Bank of Belgium. ECES’ accounts of 2011, 2012, 2013 2014, 2015, 2016 and 2017 have been audited and submitted while the ones of 2018 are on the process of being published by the National Bank of Belgium.

Being the EU one of the most important ECES interlocutors, and because of the shared overarching value of transparency and accountability, ECES is part of the EU transparency register, an initiative designed to make EU decision-making more open. The register is a public website where organisations representing particular interests at EU level register and up-to-date information about those interests. The EU transparency register also provides open information on what interests are being represented at EU level, who represent such interest and the related budget to lobby activities. Within this context, ECES endorsed the code of conduct governing relations of interest representatives with the EU institutions.

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 subsidising 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
HOW WE WORK

dedicated software was created with PME-Conseils and Logidrive 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 Maitre Fernand Schmitz (lawyer at the Brussels Bar since 1968).

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.

With regards to ICTs related needs, ECES is supported by Democracy Essentials (DE www.democracy-essentials.eu) - a Brussels-based company specialised in web development that plays an important role in providing services in the domain of democracy building assistance. DE offers ICT related technical expertise applied in the fields of electoral assistance and observation, parliamentary and political party development, media and elections, migration and development. Through its cross-sectoral approach, DE aims to play a constructive role in furthering democracy developments in various context and situations. DE has unique expertise in the production of digital tools for electoral processes, including e-learning products, crowdsourcing for enabling quality delivery for quantitative information gathering, development forum aimed to support peer-to-peer knowledge and specialised information sharing, tools and apps for election observation, media monitoring and electoral results management systems etc. DE provides services to a variety of clients around the world, with the goal of making technology applications useful and impactful in the delivery of democracy building projects.

ECES is also supported by Foxconcept, a Brussels based information technology company. With over 13 years of experience in business to business IT support. It provides support in these following areas: user support, network, equipment, servers, anti-virus, backup, cloud, VoIP and domain names.

Foxconcept supports the maintenance of computers on demand or on the basis of periodic contracts. Its remote maintenance
solutions guarantee a fast response and a high level of availability of systems. It specialises in SME infrastructure maintenance, telecommuting, VPN, and its collaborative work solutions are based primarily on Microsoft products. Foxconcept is a referenced partner at Microsoft.

It offers hardware solutions tailored to their clients’ needs and can deliver your server, storage unit, computer, peripherals, printer, consumables and organise the recycling of these.

**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, accidental death, 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 millions 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. The total amount ensured for ECES Board Members is 4 million EUR. AIG is a leading international insurance organisation serving customers in more than 100 countries and jurisdictions.

The experts at GardaWorld security consulting are ready 24/7 to help ECES plan for and
respond to security challenges and crises. As a worldwide leader in global security services, GardaWorld’s highly trained and qualified personnel will support and protect our project activities, our staff and our assets when and where we need them most. Whether in a high-risk conflict zone or ordinary day-to-day operations, GardaWorld’s security services are there to keep us safe. They work on behalf of their partners to manage reputation, enhance project outcomes, secure a safe workspace and allow colleagues and leaders to focus on improving daily operations.

EXAMPLES OF 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 its activities in line with an effective financial management. Each project is constantly monitored throughout its lifetime 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 expense’s 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, PriceWaterhouseCoopers (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 verification of expenses for the Project ‘Eu Support to Jordanian Democratic Institutions and Development’ was carried out by Moore Stephens.

• The verification of expenses for the Project ‘EU Support to Democratic Governance in Nigeria’ was carried out by Moore Stephens.

• 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 Project for Citizens’ Initiative for Peace Building, Leadership and Stability (INCIPALS) in Madagascar’ was audited by PWC.

• The expenses verifications for the ‘Project in support of the Benin Electoral Commission’ were carried out by Moore Stephens.

• The ‘Project in Support of the Transparency and Credibility of the Elections in Burkina Faso (PACTE-BF)’ was 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
European Centre for electoral Support

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 and II)’ 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 PWC carried out the three external audits for the same projects following the request of the EU.

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:

• Final evaluation of the Project in Support of National Electoral Observation in Gabon;
• Final evaluation of the Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar - PROPEL
• Final Evaluation of the Programme in Support of Credibility, Transparency of Election in Guinea Conakry (PACTE-Guinea II);
• Final Evaluation of the Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar (PROPEL);
• Final Evaluation of the Project Participe – Cabo Verde: Support to the Strengthening of the Civic Participation in Elections;
• Final Evaluation of the Project in Support of the Transparency and Credibility of the Elections in Burkina Faso (PACTE-BF);
• Final Evaluation of the Citizens’ Initiative for Peace Building, Leadership and Stability Programme in Madagascar (INCIPELS);
• Final Evaluation of the Programme of Support to the Credibility and Transparency of the Elections in Comoros Islands (PACTE II Comoros);
• 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-Comores 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.
The external evaluations of ECES’ projects are available at the following link: www.eces.eu/evaluations-audits.
ECES ORGANISATIONAL STRUCTURE

MANAGEMENT BOARD

President: Monica Frassoni
Vice President: Jose Manuel Pinto Teixeira
Board Members: Giorgis Andebhram, Lino Francescon, Paulo Marques, Fabio Bargiacchi, Eva Palmars

MANAGEMENT UNIT

EXECUTIVE DIRECTOR
Fabio Bargiacchi

HEAD OF TRAINING & EXTERNAL RELATIONS
Lina Francescon

ELECTION CONFLICT & MANAGEMENT ADVISOR
Victoria Florindor

SENIOR ELECTORAL EXPERTS
Luis Castelar Maymo
Carlotta Ferrero
Dominique Weerts
David LeNotre
Adolfo Cayuso
Frank Balme
Aous Qutaishat
Valdiodo Ndiaye
Mamadou Bocar Niane

HEAD OF PROGRAMMES
Eva Palmars

PROGRAMMES COORDINATOR
Camille Rouaud

SENIOR GOVERNANCE ADVISORS
Gorka Gamarra
Vera Lourenco

PROGRAMMES ADVISORS
Zage Filipowski
Martina Garbuglia

HEAD OF OPERATIONS, ADMIN & FINANCE
Jose Lambiza

SENIOR OPERATIONS & FINANCE MANAGER
Nicola Canarozzi

FINANCE ADVISORS & OFFICERS
Philippe Galabert
Hajer Mhedhi
Deby Gaybor

ICT & GRAPHIC EXPERT
Khaldoun Dudin
Agung Putranto

PROJECT & COMMUNICATION OFFICERS
Sebastiano Mori, Madijugene Thiam, Wilson Manji

FIELD PROJECT OFFICES

ECES IMPLEMENTING PARTNERS
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 the Management Board of ECES. She is a former Member of the European Parliament, where she served for two terms until 2009. Monica today is the co-president of the European Green party, and the president of the European Alliance to Save Energy (EUASE). She is also a member of the board of trustees of “Friends of Europe” a leading think tank that works for the promotion of a more inclusive, sustainable and forward-looking Europe. It is composed of prominent political figures such as Viscount Etienne Davignon (Vice-President of the European Commission 1981–1985), Joaquín Almunia (Vice-President of the European Commission 2010–2014), António Manuel de Oliveira Guterres (appointed Secretary General of the United Nations) and Carl Bildt (Swedish Minister for Foreign Affairs 2006–2014 and former Swedish Prime Minister). In addition to that, Monica is also a board member of the “European Union Women Caucus” an inter-institutional platform for discussion, bringing together female leaders in the European Parliament, the European Commission, the Council of the European Union and the representations of the EU Member States to the EU.

Monica Frassoni is a Political Science graduate from the University of Florence Cesare Alfieri. Her political career started in 1983, when she became actively involved in the European Federalist Movement, before being elected as Secretary General of the European organisation of Young European Federalists (“JEF Europe”) in 1987.

Monica Frassoni’s involvement in youth policies continued when she was appointed president of the European Co-ordinating Bureau of Youth NGOs, position she held from 1991 to 1993. In 1990, Monica Frassoni started working for the Greens/EFA Group in the European Parliament in charge of constitutional matters, rule of law, procedures and immunities. She was subsequently elected as a member of the European Parliament for her first mandate under the Belgian Green Party Ecolo’s lists, as the first non-Belgian politician to be elected under a Belgian political party’s colours. During that legislature, she was a member of the Commission for Constitutional Affairs, and a substitute member of the Committee on Citizens’ Freedoms and Rights, Justice and Home Affairs and the Joint Parliamentary Committee EU-Cyprus.

In June 2004, she was re-elected for a second term under the lists of the Italian Green party. During this term, she was a member of the Legal Affairs Committee and a substitute member of the Committees on Constitutional Affairs and on Environment, Public Health and Food Safety. Monica Frassoni also took part of the Delegation for relations with Mercosur, the delegation for relations with Iran and the Parliamentary Assembly of the Mediterranean.

Monica Frassoni was also a part of the executive of the Parliamentary Network on the World Bank (PNoWB) in 2006.

From 2002 to 2009, she held, with Daniel Cohn-Bendit, the co-Presidency of the Green/EFA group, a political group in the European Parliament containing green, regionalist and nationalist
political parties. Later, she became the co-President of the European Green Party in October 2009. In 2014, she was re-elected as co-president along with Reinhard Bütikofer.

Monica Frassoni holds an extensive experience in electoral observation as she was appointed as Chief of the European Union Election Observation Mission in Venezuela and Bolivia in 2006, by then the EU Commissioner for External Relations, Ms. Benita Ferrero Waldner.

In 2010, she collaborated on the Europa 2.0 volume entitled “Prospects and evolution of European dream”, published by Ombre Corte, edited by Nicola and Simon Vallinoto Vannucci with an essay on the conditions for the re-launch of the constitutional process in Europe. Monica is known for her strong commitment for women and youth empowerment policies around the European Union and the world. She is also a worldwide recognised advocate for energy saving, fairer immigration policies in the European Union and democratic support.

Monica is part of Spinelli Group, an initiative launched in 2010 that promotes the federalist push within the European Union decisions and policies. The group aims to become a network of stakeholders, citizens, politicians, academics with a strong pro-European conviction. Currently the Spinelli Group has more than 110 members of the European Parliament and 44 active members divided among EU experts, NGOs, think-tanks etc.

She often publishes articles on Huffington Post, Euractiv and Green European Journal. In 2010, Monica Frassoni was featured in the Top 100 Global Thinkers list published by the American Magazine Foreign Policy. In 2016, she was listed as one of the 40 most influential actors on EU Energy Union Policy by Euractiv.

JOSE MANUEL PINTO-TEIXEIRA - VICE PRESIDENT AND FORMER HIGH-LEVEL EU OFFICIAL


In addition to this, he acted as:

- Head of Unit at the EU HQ in charge of relations with Southern Africa, PALOP (Portuguese speaking countries in Africa and Timor Leste, CPLP - Community of Portuguese Speaking countries (09/2006 - 08/2008).

- Head of Unit at EU HQ for Pan-African Affairs (02 – 08/2006).


- Head of EU Humanitarian Mission (ECHO) for Caucasus (Russia – Ingushetia, Chechnya, Dagestan – Armenia, Azerbaijan and Georgia) – 1994.
WHO WE ARE


• Professional engineering and project management in various countries, such as: Portugal, South Africa, Mozambique, Saudi Arabia and Cabo Verde (1977 – 1983).

With regards to his educational background, he has post-graduate degree in Political Economy of Development at the London School of Economics. He also completed postgraduate studies from Technical University of Norway, and he graduated in Civil Engineering from the Technical University of Lisbon.

Mr. Pinto-Teixeira is a native Portuguese speaker and he is fluent in English, French, Italian, Spanish and Russian. He also has a fair knowledge of Dutch, Afrikaans, Norwegian and Macedonian.

FABIO BARGIACCHI - CO-FOUNDER AND EXECUTIVE DIRECTOR

Fabio Bargiacchi is the Co-founder of ECES together with late Abbot Apollinaire Malu Malu and at present Executive Director of ECES and member of ECES Management Board since August 2011. In this period, he led ECES to be one of the three most important actors in the electoral support field at a global level, together with the United Nations Development Programme and International IDEA, for projects implemented with the funding of the EU and EU Member states. 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 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 at the EU, UN and OSCE, he has worked in the identification, formulation, implementation and/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. Fabio was appointed as the 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.

In the last 12 years, Fabio has authored, co-authored, coordinated and contributed to the seven copyrights tools that composed the strategy of ECES (EURECS) and a series of election-related publications and papers:

- The potential of EU Funded electoral assistance to support the prevention of election related conflict and violence: Lessons from the Southern African Region (2017)
- EURECS - A European Response to Electoral Cycle Support (2016)
- Essential Consideration of Electronic Voting published by International IDEA (2011)
- EU and Peace building, Policy and Legal Aspects: EU Electoral Support (2010)
- ACE Focus on Effective Electoral Assistance (2007)
**WHO WE ARE**

**JOSÉ LAMBIZA - BOARD MEMBER AND 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. José then joined the ECES team in Brussels as Head of Finance and Administration. He 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 democritisation projects. During his career, he has developed extensive expertise in supporting the planning, implementation, management, control assessment and completion of national and regional projects. He 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, 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.

**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 Election Observation Missions (Burundi, Ivory Coast, Togo, Tunisia). With a Masters in Governance and Development and a PhD in Elections, Eva did substantial field research on political and electoral processes in Africa, building strong relationships with research networks and key actors in the sector. Eva is an accredited BRIDGE trainer-facilitator and certified LEAD trainer and has provided technical assistance to domestic observers and electoral management bodies. Since the beginning of 2013, Eva is running ECES’ projects in Madagascar as Project Coordinator (PACTE-Madagascar, INCIPALS and the project “Accountability in Madagascar funded by USAID). She is also actively involved in ECES’ regional projects. 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, mainly concerning 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.

**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 for 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 members. 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.

APOLLINAIRE MUHOLONGU MALUMALU

Abbot Apollinaire Muholongu Malumalu, born July 22, 1961 in Muhangi (Lubero Territory) and died June 30, 2016 in Dallas (Texas), was a Catholic priest, an activist and a statesman of the Democratic Republic of the Congo (DRC). Among other positions, he was chairman of the Independent National Electoral Commission (INEC) during the 2005 Constitutional Referendum and the 2006 presidential election in the Democratic Republic of Congo and between June 2013 and October 2015.

He has been Vice President and President of the forum of the Electoral Commissions of the Southern Africa Development Community (SADC) and played a major role in other African electoral networks. Malumalu contributed in creating several institutions in support of elections at national and international level, including the Network of Francophone Electoral Competencies (Réseau des Compétences Electorales Francophones - RECEF).

He was also a co-founder and first President of the European Centre for Electoral Support (ECES).

Originally from North Kivu, Apollinaire Muholongu Malumalu belongs to the Nande ethnic group. He obtained a diploma of advanced studies in sciences, politics, philosophy and theology in Lyon. He also possesses master’s degree in human rights sciences, a doctorate in political science at the University of Grenoble-II (Pierre-Mendès-France University) in 1998 and another doctorate degree in Philosophy in 2013 at the Catholic University of Lyon.

Between 1993 and 1996, he was pastor of the parish of Monestier-de-Clermont, in the diocese of Grenoble.

In 1997, he returned to the DRC, where he held the position of Vice Rector and then Rector at Graben University in Butembo. He was also president of the City’s Urban Agriculture Consortium.
In 2003, he was appointed Expert in the Presidential Service of Strategic Studies attached to the Office of the President of the Democratic Republic of Congo, Joseph Kabila. Shortly after, he was appointed head of the newly established Independent National Electoral Commission, which oversaw the voter registration and the organization of the various successful elections held in the DRC in 2005 and 2006.

At the end of 2007, he was in charge of the preparatory work and co-chaired the Goma Amani peace Conference with a view of ending the Kivu war in Eastern DRC.

In March 20, 2008, he received a doctorate honoris causa from the University of Liège for successfully holding elections in the Democratic Republic of Congo, which was then a very politically unstable country.

In December 2008 was among the three candidates for the Sakharov Prize of the European Parliament that honours individuals and groups of people who have dedicated their lives to the defence of human rights and freedom of thought. The other candidates were the Chinese and Byelorussian dissidents Hu Jia ad Alexandre Kozouline. The Prize went to Hu Jia³.

Malumalu, teamed up with one of the most prominent senior experts at global level in the field of electoral support funded by the European Union, Fabio Bargiacchi, to create the European Centre for Electoral Support (ECES). This was following the idea to establish a European not for profit foundation to deliver electoral support funded by the European Union and following European values and policies while taking on board the views and aspirations of beneficiary countries partnering with the EU also for the implementation of the recommendations of EU election observation missions.

Malumalu served as first President of the ECES management board, a position he held until June 2013, when he was re-appointed chair of the Electoral Commission, DRC before his death.

In 2011, the Standing Committee of Bishops, members of the National Episcopal Conference of Congo (CENCO) appointed Fr. Malumalu, Director General of the Pan-African Institute Cardinal Martino for the Social Teaching of the Church. The Institute was founded in 2009 to operate within the Catholic University of Congo.

Malumalu also founded the School for Electoral training in Central Africa (Ecole de Formation Electorale en Afrique Centrale, EFEAC), which has an objective of contributing to the consolidation of democracy and good governance in Africa through the professionalisation of election administration and of electoral stakeholders in general.

In 2014, he was appointed secretary of the Central Africa Electoral Knowledge Network (Réseau du Savoir électoral de l’Afrique Centrale -RESEAC) and member of the RESEAC assembly, a body composed of election administrations from 10 different Central African countries. Malumalu’s wish was that RESEAC would be in line with the African Charter on Democracy, Elections and Governance as well as to other legal regional instruments in order to mobilize synergetic actions to achieve the electoral unity of the Economic Community of Central African Countries (Communauté Economique des Etats de l’Afrique Centrale - CEEAC). In October 2015, he resigned from the presidency of the INEC for “health reasons”.  

On 1st June 2016, François Balumuene, the Congolese ambassador to the United States announced his death but this assertion was denied by the government that insisted he was “brain death” and says that his heart is still beating. On June 15, 2016, the successor of Malumalu at the head of the CENI, Corneille Nangaa, who visited him, affirmed that he is alive, in a critical and stable state of health. However, on the 1st July 2016, Sikuli Paluku Melchizedek, bishop of the diocese of Butembo-Beni where he was incardinated, announced he died a day before in Dallas, United States.

The spokesman of the Congolese government, Lambert Mende, deplored the death of “a man of great vision who served our people, to the end of his forces, at the head of the Independent National Electoral Commission”.

**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 offices. 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 programmes based on microfinance. She holds a specialised Master degree in Development and International Cooperation (Sciences Po Lille).

**VICTORIA FLORINDER - ELECTION CONFLICT MANAGEMENT ADVISOR**

Victoria is ECES Senior Conflict Prevention Advisor in charge of all ECES projects that deals with conflict prevention, mitigation and management. Victoria form part of ECES coordination cell that oversees all ECES activities at headquarters and projects in the field. With a solid academic background from the Department of Government, Development Studies from Uppsala University and International Collaboration and Crisis Management from the National College of Defence in Stockholm, Sweden, Victoria joined ECES in November 2012 as Project Analyst after seven years of international work in the development sector, mostly in Africa and the Caribbean.

Victoria’s field of expertise is political psychology and election related conflict and violence. Given her background, Victoria was the lead team member of ECES most geographically
diverse project entitled ‘Preventing Electoral Violence in the SADC Region - PEV-SADC’, that Victoria supported from Madagascar during her first 18 months with ECES. Since 2014, Victoria holds the position of Senior Conflict Management Advisor, she also acted as Project Director of the ‘Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar – PROPEL’ that delivered mediation support and political dialogue. Victoria is based half time in Brussels and the remaining time in Africa, in the SADC. Victoria is an accredited in Building Resources in Democracy, Governance and Elections training programme (BRIDGE) and an accrediting Leadership and Conflict Management for Electoral Stakeholder (LEAD) facilitator. Victoria’s geographical experience ranges from West Africa, the Caribbean and Southern African Development Community (SADC) where she has worked for development cooperation programmes mainly funded by SIDA, the Swedish Foreign Ministry, and the Norwegian Refugee Council before joining ECES. She is fluent in English, Swedish and French.

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. Vera is also acting as Project Director of “Support of National Electoral Observation in Gabon”. 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 for Electoral Stakeholders (LEAD) 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).

GORKA GAMARA - SENIOR GOVERNANCE ADVISOR

Gorka Gamarra holds a Degree in Law from the Public University of the Basque Country and a Master’s degree in International Law from Belgium. He has worked over the last fifteen years in good governance, transitional justice and access to justice programmes for international organisations such as UNESCO, UNDP, the OCDE, among others, as well as for non-
governmental organisations mostly in Africa (post-genocide Rwanda and Guinea-Bissau).

Gorka also directs documentaries on cultural issues and on human rights such as Umurage (2009) on the possibility of reconciliation following the Rwandan genocide and Lantanda (2014) on the coexistence between official languages and mother tongues in Africa.

He led projects with ECES in Comoros and Jordan, where he worked on electoral and democratisation assistance.

**DOMINIQUE WEERTS - SENIOR ELECTORAL/GOVERNANCE EXPERT**

Dominique currently holds the position of Head of Projects Implementation and Follow-up at ECES headquarters. He served as Project Director of the ‘Programme in Support of the Credibility and Transparency of Elections in Guinea (PACTE-Guinea I and II)’ and as the Head of the ‘Projects in Support of the Strengthening of the capacities of the National Assembly of Guinea (PARCAN I and II)’. He began his career as a Communications Director for a company specialised 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 finalise 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 decentralisation and monitoring electoral process in the Democratic Republic of Congo and Burundi. He holds a degree in journalism.

**DAVID LE NÔTRE - ECES REPRESENTATIVE IN ETHIOPIA**

David is currently ECES country representative in Ethiopia. David served as the Project Director of the EU ‘Project in Support of Enhanced Sustainability and Electoral Integrity in Afghanistan (PROSES)’ and the Project Director of the ‘Project in Support of the Credibility and Transparency of Electoral Process in Comoros (PACTE-Comoros II)’. Within the context of PACTE-Comoros I, David acted as Electoral Expert. Prior to that, David was Chief Electoral Officer for the United Nation Mission of Stabilisation in Haiti (MINUSTAH) to provide technical assistance to the Provisional Electoral

SCIPION DU CHATENET - SENIOR LOGISTIC AND 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.

LUI S CASTELLAR - SENIOR GOVERNANCE & ELECTORAL ADVISOR

Luis Castellar Maymo has over 16 years of experience in development cooperation projects, particularly in conflict and post-conflict settings. He has a solid background in project management, having been involved in all the steps of the Project Cycle Management, from a donor to implementing partner perspective. In addition, Luis brings to ECES a wealth of senior expertise in the field of good governance / democratisation, having participated in 19 missions focused on elections, having represented organisations ranging from EU Election Observation Missions, UN, USAID, ECES and the EU.

In terms of specific country knowledge, Luis has developed an important knowledge of the Afghan electoral process, having been involved as EU Election Observation Mission (EU OEM) Core Team member during the 2009 Presidential and provincial elections, having performed EU Delegation Task Manager for Good Governance from 2013 to 2015 and as Senior Electoral Expert for a USAID - funded project in Afghanistan since 2017.

As a Core Team Member of the EU EOM, Mr Castellar Maymo coordinated over 100 long-
and short-term EU observers and drafted the ‘Methodology for Election Observers in Conflict Situations’. In his role as Task Manager for Good Governance at the EU Delegation to Afghanistan, Luis was responsible for the political, technical management and monitoring of EU funding to various good governance programmes implemented by organisations such as the World Bank and UNDP. Moreover, he coordinated the EU Roadmap for Engagement with Civil Society in Afghanistan and represented the EU in technical election working groups.

**DARIA PAPROCKA - SENIOR ELECTORAL EXPERT**

Daria has over 15 years working experience for international organisations such as the United Nations, UNICEF, the Organisation for Security and Co-operation in Europe (OSCE), the European Union and the Council of Europe. During that time, she worked inter alia in Afghanistan, Azerbaijan, Georgia, Kazakhstan, Moldova, Serbia and Ukraine. Dr. Paprocka wrote her PhD thesis on Afghanistan’s political system, capitalising on the experience she had acquired as a Political Affairs Officer at the United Nations Mission in Afghanistan.

Since 2010, Dr. Paprocka has been working as an electoral consultant, participating in a number of election observation missions of the OSCE Office for democratic institutions and human rights, in her capacity of Political Analyst or Deputy Head of Mission. Dr. Paprocka has also been working for the Council of Europe and the European Commission for Democracy through Law (the Venice Commission), providing advisory support to election management bodies. Currently, in cooperation with a local NGO, she is preparing a study on political financing in Moldova. Dr. Paprocka is a member of Amnesty International and is fluent in English, Russian and Spanish.

**ADOLFO CAYUSO - SENIOR ELECTORAL EXPERT**

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

**FRANCK BALME - SENIOR ELECTORAL EXPERT**

Franck collaborated with ECES within a number of projects, notably the ‘Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF)’. He is a specialist in providing targeted support and specialised assistance to domestic observer groups and 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). He was also the Domestics Observers and Regional Network coordinator for the Brussels-based NEEDS project, a position he held from 2008-2012. Franck is an active member of the ACE Electoral Knowledge practitioners’ network and a semi-accredited BRIDGE facilitator as well as an accrediting LEAD facilitator.

**AOUS QUTAISHAT - SENIOR ELECTORAL ADVISOR**

Aous Qutaishat currently holds the position of Chief Technical Adviser to the Chairman of the Independent Election Commission of Jordan on policy, special projects and international cooperation issues amongst other. He has over 25 years of international experience in executive management, strategic planning, policy analysis, institutional development, international cooperation, crisis management, negotiations and dispute resolution, mediation, operations, government relations, logistics management, procurement, planning and situation analysis. He previously held positions at The United Nations in various locations in Africa and Asia, The Royal Hashemite Court in Jordan, CEO of privately-owned businesses and a long list of speciality advisory consultancies around the world. He has an extensive knowledge of the political process as well as international best practices relevant to his profession. He has the ability to analyse policies to look for ways to make improvements and to help develop new policies that meet the organisation’s objectives.
Aous has been a member of the IEC team since May 2016 and has contributed to the 2016 elections organisation and management and also that of the 2017 elections.

**VICTOR PÉREZ SANUDO - SAFETY AND SECURITY ADVISOR**

![Víctor Pérez Sanudo](image)

With 25 years of experience on Law Enforcement, Police and Security; Victor was police specialist in explosive devices in year 1998. The international career of Victor starts in year 2001, within the United Nations Police, with positions such as: Liaison Officer to NATO and OSCE, Police Chief of Political Services and Elections Operations, Police Deputy Assistant Director for Operations and Deputy Chief of the UNMIK Counter-Terrorism Task Force.

After these years, he held multiple senior positions in operations for the OSCE as Security Coordinator in Kosovo, for the EU as Security Coordinator and Security Expert in multiple countries, such as Sri Lanka, West Bank & Gaza, Egypt, Uganda, Bangladesh, Ecuador, Nigeria, Jordan, El Salvador, Paraguay, Honduras, Colombia, Philippines and Malawi, among others. From 2008 to 2015, he has worked worldwide for the European Law Enforcement Agency (Europol), within the Operations Department-Counter Terrorism Unit, as Programme Manager for Improvised Explosive Devices (IED) and lately for Chemical, Biological, Radiological, Nuclear (CBRN) threats, too. Currently, he is working as STOC Subject Matter Expert on Law Enforcement and Home Affairs for the Joint Warfare Centre of NATO and he participates in the capacity building and certification of NATO HQs. He is assessor, evaluator and advisor for law enforcement agencies, as CEPOL External Expert and assessing the UAE Police Services, among others. Victor has provided training in multiple courses related with Operations, including EU projects, the German Centre for International Peace Operations (ZIF), and several universities, like the Spanish Diplomatic School. Víctor has contributed as Security Expert to the 2nd edition of the handbook for EU Election Observation and the Spanish Handbook of the Ministry of Foreign Affairs for Election Observers. Additionally, he was the Content Manager for the EU e-learning pilot course on security of the EU. Victor is an EFQM assessor, certified Risk Manager Professional with ISO 31000:2018 and Excellence evaluator.

**ADINA BORCAN - SENIOR COMMUNICATION AND ELECTORAL EXPERT**

![Adina Borcan](image)

Adina Borcan holds a Master in European Studies from the University of West Timișoara (Romania) and from the Université Libre de Bruxelles (Belgium). She then completed her academic path with a PhD in Philosophy at the Alpen Adria University in Austria.

Adina has an extensive working experience in election observation. Over the last eight years, Adina joined several European Union Electoral Observation Missions (EU EOM). In regard to this, Adina took part in the EU EOM to Bangladesh, Togo, Tanzania, Guinea, Kenya, Zambia, Nigeria,
Congo, Algeria and Tunisia. As part of these missions, she monitored the overall electoral process, she participated and evaluated the quality of training for national observers and journalists and she was involved in media monitoring activities. More recently, she took part in the European Union Electoral Assessment Mission (EU EAT) to Afghanistan as regional expert in the core team.

Since 2013, Adina is also involved as editor in “Stiri pentru copii”, an on-line magazine. In this role, she organises media campaigns on children’s right as well as on the right to education.

In 2015, Adina worked with ECES within the ‘Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF)’. In this context, she contributed as a LEAD facilitator to implement an intensive training process in Leadership and Conflict Management for Electoral Stakeholders (LEAD) that contributed to train more than 460 people all across Burkinabe territory.

**MARIA TERESA MAURO - SENIOR LEGAL EXPERT**

Maria Teresa has more than 20 years of professional experience in the field of supporting democratisation processes, electoral assistance, human rights, good governance and political analysis, institutional and civil society development in developing countries and post-conflict countries. She has over 10 years of professional experience in the electoral field. She held several positions such as IFES Legal Advisor for the referendum in Sudan (Khartoum), Constitutional Affairs Advisor in South Sudan, Legal Advisor on the voting rights of refugees and vulnerable groups with UN in the West Africa region, International Technical and Legal Advisor with the Venice Commission (Council of Europe) in the Caucasus, in Moldova and the former Yugoslavia Republic of Macedonia, Political and Human Rights Analyst with the UN and the Italian Ministry of Foreign Affairs, in the Republics of the Former Yugoslav Republic, in Iraq and in Cambodia. She has reviewed the electoral framework of several countries and published those of Georgia and Armenia, to mention a few, on the Venice Commission website.

Maria Teresa has a solid professional expertise on all aspects related to the legal framework, regulations and procedures concerning elections and particularly those of Sudan, South Sudan, Mali, the Central African Republic, Nigeria, the Caucasus and the Former Yugoslavia Republic. She participated in numerous election observation missions under the umbrella of OSCE, NDI, Creative International and the UN. Maria Teresa holds a Master Degree in International Affairs and another Master Degree in International Law from the Institute of International Studies of Geneva-CH. She managed a large capacity building programme for government officials for the same institute financed by the Swiss Government.
WHO WE ARE

JOSÉ ENRIQUE ROMÁN SIERRA - SENIOR ISO EXPERT

José Enrique currently holds the position of ISO Lead Electoral Assessor of the EU-JDID programme since April 2018. He has an extensive knowledge and experience as an Assessor-Consultant, Trainer and Auditor on Management Systems in different types of private and public organisations including EMBs.

His 15-year long experience entails implementing Management Systems for different standards such as:

- ISO 9001:2015
- ISO TS/54001:2019
- ISO 14001:2015
- ISO 45001:2018

José Enrique has been a permanent member of Latin American Quality Institute that serves as liaison officer of ISO for all Latin America.

He also acts as a speaker in international forums presenting subjects related to management systems such as the “Planning Model” and “Knowledge Management Model”, among others.

José Enrique is the co-founder and active Chief Executive Officer of “JE Consultores”, a company based in México that provides services including auditing, training and implementation of management systems.

MAMADOU BOCAR NIANE - SENIOR ELECTORAL ADVISOR

Mamadou Bocar Niane is a teacher and a Senior Electoral Advisor. For 15 years, he has been serving as Head of the Training Division of the General Directorate for Elections (DGE) of Senegal. In this capacity, he designed handbooks and training materials for the staff of the commissions for the voters’ lists, the members of the polling stations and representatives of political parties. He also conceived a handbook for candidates’ application process.

He is a member of the technical commission for the review of the electoral code and of the technical committee for the international audit of the Senegalese electoral register. Additionally, he is the technical adviser to the General Director of the DGE and he took part in several electoral observation missions in Africa and in Europe, notably in Germany.

Mamadou Niane holds a certificate in Pedagogy and a Teacher Certificate (Brevet Supérieur d'Etude Nationale) and he is a BRIDGE accredited trainer.
KHALDOUN DUDIN - SENIOR ICT ELECTORAL EXPERT

Khaldoun holds over 15 years of professional work experience, with more than 10 years in ICT expert/coordinator positions across a range of continents and in varying contexts. Specialised in electoral data processing and analysis, he has proven experience in web development, website designing, publishing, editing and maintenance techniques. He is also experienced in database administration, data analysis, statistics analysis and charting. He has excellent up-to-date technical knowledge of hardware and software of information technology.

During his professional career, Khaldoun collaborated with a number of international organisations such as: United Nations, OSCE/ODIHR, UNDP, International IDEA, IFES, IOM and others. He has been part of the core team, acting as ICT Expert / Data and Statistical Analyst, of a number of EU Election Observation Missions.

Khaldoun contributed to the overall IT framework of ECES’ projects and to the development of technology tools at projects and ECES headquarters’ level.

He is currently part of ‘Electoral Observation Democracy Support (EODS II)’ project team in the role of ICT coordinator. In addition to this, Khaldoun is part of the “EU Support to Jordanian Democratic Institutions and Development” project team. In this context, he acts as Senior ICT, Electoral Operations and Voting System Expert.

FABIEN MARIE - SENIOR ICT ELECTORAL EXPERT

Fabien Marie is a Senior Electoral Voter Registration Expert, specialised in information systems with a strong expertise in Biometrics. He has specific skills in operational framework of governmental projects to support elections, national / voter registries, national AFIS/ABIS, electronic identity documents, population enrolments, registry and audits. Fabien has been working abroad for nearly 20 years, including projects in Benin, Guinea Bissau, Côte d’Ivoire, Togo, Gabon, DRC and many other countries in Africa and elsewhere. During that time, he has implemented Police Automated Fingerprint Identifications Systems (AFIS) for Sagem Defence & Security (Finland, Israel, South Africa and Interpol), developed biometric banking terminals for Ingenico (France), organised election operations with population enrolment, voter registries databases, AFIS, electronic ID card production etc. with Zetes in many African countries (Togo, DRC, Benin, Gabon, Guinea, Sierra Leone and others). He recently contributed to the Audit Mission of Senegal’s Biometric Voter Registry, including analysis of all processes, information systems and in particular, the use of technologies linked to the “ECOWAS national biometric eID & Electoral Card” in Senegal. Since the beginning of 2018, Mr. Marie has been working in support of Nigeria’s Independent National Electoral Commission on development/ implementation of IT solutions/ applications, training of personnel and IT strategy, amongst others.
AGUNG PUTRANTO - SENIOR ICT AND GRAPHIC EXPERT

Agung Putranto has a solid IT and design professional experience that consist of proficient use of software, 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, he collaborated with major companies such as Samsung, Shell, ASUS, Hewlet-Packard, ConocoPhilips, Coca Cola, and others.

In regard to the electoral field, since 2004 he has participated in several Election Observation Missions of the EU to Indonesia, East Timor, Aceh and Nepal. Agung also worked as Technical Operations and Logistics Expert with the International Organization 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.

ARBA MURATI - MONITORING AND EVALUATION EXPERT

Arba Murati has worked in the field of elections since 2008. She has worked with IFES as Election Analyst/ Program Officer for the project ‘Support for Albania’s Parliamentary Elections’ and with the Operations Team at the European Endowment for Democracy, based in Brussels. She has worked in several election observations mission as LTO Coordinator, LTO and STO in Turkey, Georgia, Guinea Conakry, DRC, Egypt, Kenya and Bulgaria, with the OSCE-ODIHR, The Carter Center and EISA. She has also worked as Assistant to Project Director for EU EOMs to Jordan, Mozambique and Guinea Bissau. Between 2009-2012 she worked as Research and Administration Assistant for the EU’s Network for Enhanced Electoral and Democratic Support (NEEDS) Project. She also worked as Research and Administration Assistant for the ACE Electoral Knowledge Network (ACE Project) at International IDEA and as trainer of Gender in Local Governance in Albania. Arba is a contributor to the 3rd edition of ‘The Handbook of Political Change in Eastern Europe’ and has also written articles about elections.

HAJER MHEDHBI - FINANCE AND ADMINISTRATION MANAGER

Hajer joined ECES team in Brussels in 2015 as Financial and Management Advisor. At ECES, she 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. She graduated from the Institute for Higher Commercial Studies/
Hajer ben ali has a strong experience in financial and administrative management in the NGOs specialised in electoral processes.

**ANNE MARIE EVRA BROU - FINANCE AND ADMINISTRATION MANAGER**

Anne-Marie Brou currently serves as Finance and Administration Manager of the PEV-Ethiopia project and previously as Project Accountant for the European Centre for Electoral Support in Nigeria where she worked to oversee the establishment and proper maintenance of the finance and accounts in accordance with ECES and the European Union’s financial rules and procedures, assist in project budget monitoring and revision, contribute to annual and periodic project’s budget plans, daily maintenance of the finances journal (Cash and Bank books), operate the LOGISTICS module of ECES using the Enterprise Resource Planning (ERP) software, operate banking transactions related to the project, including preparing bank transfer requests, submitting them to the bank, monitoring transfers and preparing monthly bank reconciliation statements and reporting, prepare periodic statement of expenditure reports and fund replenishment requests, carefully checking and inspecting all supporting documents, contribute to the use and maintenance of the project accounting information system, contribute to the preparation of external financial audits and project financial reports, monitor and ensure expenditure of project funding is made in accordance with Project SoPs and donor’s procedures, and continuously improve systems & procedures to enhance internal controls to satisfy audit requirements.

Prior to her engagement with ECES, she has had a combined professional experience spanning 13 years of experience working as a Financial Controller for a well-known worldwide construction company; Bouygues Construction. She also held the position of Finance, sales associate professional at EEAS - Delegation of the European Union to the Federal Republic of Nigeria and ECOWAS, and the position of Assistant to the Finance, Audit and Contract Department of the EU delegation in Abuja (Nigeria) where she gained the right skills as to coordinate EU policies. Her experience also includes working as Deputy Financial Controller at Bouygues TK and Bouygues UK, Ashgabat (Turkmenistan), Front Desk Officer at the Carlton Tower, London (United Kingdom), Secretary at Oracle Paris (France) as well as Telecommunications equipment operator at Nokia and CEGETEL both in Paris (France).
SEBASTIANO MORI - SENIOR PROJECT OFFICER
Before joining ECES, Sebastiano was a Schuman Trainee at the Democracy and Elections Actions Unit (DEAC) of the European Parliament. During this time, he constantly supported the Head of Unit in the organisation of the Democracy and Election Coordination Group in Strasbourg and the Parliamentary Association Committees of Ghana, Peru and Moldova. In particular, he undertook extensive research on the EU’s priority countries, drafting policy papers on the Comprehensive Democracy Support Approach. He also collaborated on debriefing and follow-up activities of EU Election Observation Missions in Jordan, Ghana, Georgia and Moldova with the EEAS and HR/VP’s Cabinet. During this experience, Sebastiano gained a deeper understanding of the EP’s capacity building activities, in particular, he supported study visits from several delegations and collaborated on DEAC’s initiative with Ukrainian Parliament (Verkhovna Rada).

Sebastiano is actively monitoring the EP’s committees AFET, DEVE and DROI and liaises with other institutional stakeholders from the EU Commission, EEAS and EU delegations.

Having written several publications for the European Institute of Asian Studies (EIAS), spent one year in China at the Shanghai Normal University, and five months at the China-Italy Chamber of Commerce, Sebastiano also has a deep understanding on EU-Asia relations. Winning the “Barbara de Anna” Award allowed him to conduct research for the final dissertation on Central Asia, at the Oxford Institute for Energy and the London School of Economics and Political Science. He holds a BA in International Studies and an MA in International Relations and European Studies from the University of Florence-School of Political Science “Cesare Alfieri”.

MADJIGUENE THIAM - SENIOR PROJECT OFFICER
Madjiguene started to collaborate with ECES since 2017 as Project Officer. In this role, she has been actively involved in the development, implementation and management of ECES projects in Ethiopia, Senegal, Afghanistan, Gabon in Brussels and in the field.

Before joining ECES, Madjiguene worked for an italo-belgian consulting firm, specialised in European and international financing, in particular external cooperation programs. In addition to monitoring funding programs and drafting project proposals, Madjiguene was in charge of external relations with international organisations, financial institutions, public and private entities. Madjiguene also worked for an international Chamber of Commerce in Milan, dealing with economic, social and cultural cooperation between private and public Italian entities and different African countries. At this time, she worked on several development projects and accompanied the internationalisation of several Italian companies in Africa, managing especially the contractual part with governments and donors. She also managed the participation of several African countries (Burundi, Democratic Republic of Congo, Madagascar and Mauritania) at the Universal Exposition Milan 2015. Furthermore, a brief and intense experience at the International Institute of Humanitarian Law allowed her to deepen her knowledge on human rights and
conflict management. She graduated from the Università degli studi di Milano and holds a BA in International Science and European Studies and two MAs in International Relations - with specialisation in diplomacy and international cooperation - and in Strategic and Military Studies.

**ANNA CARLA DI SARIO - PROJECT OFFICER**

Anna Carla joined ECES in September 2018. First as a Junior Project Associate and, as of December 2018, as a Project Officer. She has been involved in several activities in the framework of EU funded electoral assistance projects in Nigeria, Jordan and Afghanistan, contributing to the implementation, coordination and follow up of project activities and providing inputs to the preparation of all relevant project documents. Since May 2019, she has been seconded as a Project Officer at the ‘Election Observation and Democracy Support II (EODS II)’ project, which aims to enhance the quality of EU election observation.

Anna Carla has developed a robust insight of all phases of the Project Cycle Management and EU contract procedures, thanks to both an Advanced Training on EU Project Management, organised by the Belgian-Italian Chamber of Commerce, and the PRAG Course. She has also successfully completed EODS II Comprehensive E-Learning Courses for Short-Term Election Observers, and for Safety and Security Awareness in EU-EOMs. Before joining ECES, Anna Carla worked as European Policy Intern for the Delegation to the EU of the Emilia-Romagna Region, monitoring EU policies and related 2014-2020 funding programmes. She was also European Project Intern for the Municipality of Forlì, supporting the Project Coordinator in the management of activities of two European projects funded by the URBACT III and DEAR programmes.

**MANON MEUREY - PROJECT OFFICER**

Manon Meurey is a Project Officer of ECES. She holds a Master Degree in International Relations, with a specific focus on peace, security and conflicts. Moreover, she also studied Public International Law from the Université Libre de Bruxelles (ULB). In addition to that, she has obtained the eLearning Course Certificate on EU and UNDP working together on electoral assistance and the eLearning Course Certificate for OSCE/ODIHR Observers. Throughout her studies, Manon has acquired a deep knowledge in European policies, international civil societies and international development. She is a specialist in comparative political analysis and in the mechanisms of governance.

Right after she graduated, she worked at the Group of Research and Information on Peace and Security (GRIP) where she broadened her knowledge on European arms policies, European arms exportations and the related international regulation. She contributed to the research project “Arms transfers monitoring unit” by drafting press reviews and reports on arms
transfers/political issues and by updating the GRIP database on embargoes. She also had the experience of working at The Good Lobby as Communication Assistant. She contributed to the implementation and improvement of a new communication strategy in European NGO’s and civil societies in order to equalise political power and influence in Europe and beyond.

Manon is currently working at ECES HQ in the operational and follow-up of projects unit. She speaks French and English and have basic knowledge in German and Dutch.

**WILSON MANJI - ELECTION & COMMUNICATION OFFICER**

Wilson currently serves as Electoral Administration Expert for ECES under the EU-SDGN project. Under the supervision of the Project Director and ECES Executive Director, he functions as a National Electoral Advisor vested with the responsibility of following up the implementation of the project activities while ensuring effective cooperation and coordination between the project and electoral stakeholders. He supports to elaborate a work plan and calendar as well as an implementation plan of action for the Project as well as coordinate and elaborate the implementation of the logistical plans, communication, training, training support to INEC and other electoral stakeholders, report drafting: analytical, technical, sport report and project activity report. His professional background includes experience working with European Union Election Observation Mission (EU EOM) Nigeria, the Project based staff/ Media Monitor/ Analyst/ Logistics Assistant familiarising Himself with the experience of working in a Diplomatic environment using quantitative and qualitative methodology provided by the Media Expert to measure time, plan and tone of electoral activities. He also worked at KRP Communications as a Development Consultant and Program Officer, INEC as a Distribution Officer, and National Population Commission as a Field Enumerator.

He has also worked in different capacities with other local NGO’s as the BIHA Project where he supervised and supported the design and implementation of inclusion strategies with respect to women, youth, internally displaced people (IDPs) and People with Disabilities in democratic processes as Project Volunteer/ Coordinator among others.

**GEORGINA WHEELER - FINANCE AND ADMINISTRATION MANAGER**

Georgina is a full member of the Association of Certified Chartered Accountants (ACCA) and before joining ECES had been working as an auditor, first with Ernst and Young and then in the International Institutions and Donor Assurance department of Moore Stephens LLP. She also had a short spell in Nigeria, working in the finance team of a cocoa processing company and training as a Pilates instructor. Since 2014 Georgina has been dedicated to improving the financial management of humanitarian aid and international development projects across the world, in places as diverse as Russia, Kenya, and the Caribbean and with a focus on conflict / post-conflict and politically sensitive environments including North Korea, South Sudan, Iraq, Kosovo, and Afghanistan.
Georgina has delivered contracts in Afghanistan for UNFPA UN Women, UNOPS and the European Commission, working with a range of organizations from Ministries to local NGOs, and she has a detailed knowledge of the rules and requirements of the European Commission and other international donors. Georgina has a BSc in Zoology and is currently working towards an MSc in Humanitarianism, Conflict, and Development with the University of Bath.

Sawsan Ahmed - Senior Project Officer

Sawsan holds a Bachelor’s degree in English and Spanish Languages and Literature from the University of Jordan and a Master’s degree in Human Rights and Human Development from the same university. Her MA thesis has a focus on social justice and inclusion, particularly in the political sphere, while also concentrating on the intersections of the different aspects that affect inclusion on the broader sense. She is also a certifying trainer of ECES unique Leadership and Conflict Management for Electoral Stakeholders Training (LEAD), in addition to that, she holds a diploma from Harvard Kennedy School in Leadership, Organizing and Action.

Sawsan has worked with ECES in Jordan, Afghanistan and Ethiopia supporting the implementation of the projects in different capacities, ranging from editing project documents, delivering trainings and participating in the ISO implementation at the Jordanian EMB.

Her particular interest in human rights, social justice and inclusion led her to taking several positions in non-profit organisations and companies, advocating for refugees in Jordan, Lebanon and Greece, working on inclusion of less advantaged groups and supporting the political and electoral work in Jordan, as well as working with the EU EOM in Jordan on the 2016 elections.

Mario Orru - Project Coordinator

Mario is currently the Project Coordinator (and Head of electoral component) for an EU funded project in Jordan and has overall more than 15 years of international experience spanning from development issues (particularly supporting civil society organizations), peace keeping missions, election observation missions and electoral assistance.

After completing a degree in Political Sciences, Mario worked with INGOs supporting civil society organizations in urban and rural settings in Central and Latin America. He was the Country Representative and Program Manager for an Italian NGO during three years in Brazil.

Since 2008 Mario has worked in different capacities with different organizations as member of around 25 Election Observation Missions, having acted as Long-Term Observer, Observer Coordinator, Election Analyst, Liaison Officer and Operations Expert. Mario was the Carter Center EOM Field Office Manager in Mozambique in 2014.
Mario has also worked as Logistic and Training Expert in an electoral technical assistance project. Apart from the degree, Mario holds an MBA and a Master in Geopolitics and speaks 5 languages.

FRANCO GALAZZI - SENIOR FINANCE AND ADMINISTRATION MANAGER

Franco joined ECES in September 2018 as a Procurement Expert and was appointed as EU JDID’s Senior Finance and Administration Manager at the end of October.

Franco has over two decades of experience in both the public and private sector. He has extensive international experience in managing organisational and operational contexts, including overseeing administration, procurement and human resources in remote and challenging territories in developing countries. He has done so by bringing together his legal expertise, managerial and operational knowledge, and political experience, to drive organizational and business growth in a number of different settings.

He has worked extensively with the European Union, the Italian government and in the business sector. Franco recently served as Head of Mission Support at EUCAP Sahel Niger, where he oversaw a large Administrative Department and all its units. He previously served as Chief of Human Resources with EUPOL COPPS - Ramallah, Palestine, after having previously also worked at EUSSR Guinea-Bissau first as Procurement Officer and later as Head of Termination Team.

With the Italian government, Franco worked for several years as Chief of Staff for both the Regional Minister for Health and Social Protection and for the Regional Minister for Organisation, Personnel, and Informational Systems. As such, he supported and advised the Ministers in a senior technical-legal capacity, managed all legal, administrative and financial aspects, and notably provided high-level technical and strategic advice which led to the establishment of a Central Health Agency, as well as leadership in complex negotiations with trade unions aimed at the creation of the first Single Division for Civil Service for the Friuli Venezia Giulia Region.

FARES WERR - LOGISTICS COORDINATOR

Fares has a proven track record of setting-up complicated logistics operations and delivering results under tight deadlines and challenging security conditions. He was responsible for overseeing the implementation of the EU EOM Security and Logistics Framework for the EUEOM to Jordan 2016. He was responsible for all operational aspects of the mission; logistics, procurement, asset management, inventory, IT equipment, contracts with suppliers, accommodation, office space, and the design and implementation of deployment plan for 32 long-term and 60 short-term observers. Previously, he has an experience in working with multinational shipping forwarders and...
international logistics companies (DHL, Aramex and Fedex) for 9 years. Since May 2009, he has participated in implementing E-Learning courses for short term observers and long-term observers, including safety and security courses for the European Union, the OSCE-ODIHR and the Council of Europe.

**CAMILLE DUPIRE - SENIOR COMMUNICATION OFFICER**

As EU-JDID Senior Communication Officer, Camille provides visibility for the project and each of its components. She develops internal and external communication and visibility material, in addition to enhancing inter-component communication.

Camille has been working in Jordan for over four years, most recently as an editor and journalist for The Jordan Times newspaper. She also worked as a freelance reporter and editor for various online media and previously served as a PR and Communication Officer for the NGO Save the Children Jordan.

She works as a researching and writing consultant for the European Union Neighbourhood Policy and Enlargement Negotiations (DG NEAR) in Brussels.

Camille holds a M.A. in Journalism from the London School of Journalism, a M.A. in Politics and International Relations from Sciences Po Lille and The University of Kent and a specialised M.A. in Conflicts and Development.

**JULIA ONNASCH - PROJECT OFFICER**

Julia Onnasch acts as a Project Officer, working in particular on quality assurance and process improvement. Amongst other activities, she is currently supporting the design, development and implementation of a quality management system at ECES Headquarters. Before this, she successfully worked on the certification of the Independent Election Commission of Jordan against the ISO electoral standard TS/54001:2019. This involved the preparation of procedures for all key management, operational and support processes across the electoral cycle, establishment of measurement methods, and planning of 2020 parliamentary elections in-line with the international standard.

Prior to joining ECES, Julia has previously acted as a consultant for a Jordanian NGO, assisting them in the design of a new documentation system. Prior to this she worked as an Analyst for international organisations and political risk and security consultancies. She holds an MA from King’s College London with the faculty of Social Science and Public Policy.
SHAHRAZAD ABU TAYEH - ELECTORAL ADVISOR

Shahrazad Abu Tayeb works within the ECES Jordan project SDG’ as Electoral Advisor and Deputy Head of Component in support of the Independent Electoral Commission of Jordan. She worked previously as a Project Coordinator of the international Cooperation Unit in the Ministry of Political and Parliamentary Affairs in Jordan, working with projects such as the Euro Med Youth program and the Support to Good Governance-EU. Shahrazad holds a BA in Political Science.

IDRISSA TRAORÉ - SENIOR LEGAL ADVISOR EXPERT

Traore has been a magistrate for 38 years and covered the role of President of the Constitutional Court as well as other several judicial and administrative positions in Burkina Faso. He holds a Degree in Legal Science, a Diploma from the National School of Magistrates and a PhD in criminology. Traore was dedicated to constitutionalism, working for 17 years between the High Judicial Court, the Constitutional Chamber the Supreme Court and the Constitutional Council.

During his time at the Ministry of Justice, he led several reforms: the adoption of social reintegration policy of prisoners, the fight against corruption, the approximation of the system of justice, rehabilitation of infrastructures, creation and the construction of new courts and prisons etc. Traore has also carried out several missions abroad: in 1993 for the Ministry of Justice of Madagascar, in 2007 the Commission for Reform and Modernization of Justice in Togo and in 2008 for the Consolidation of Democracy in Mali.

Following the election management in Burkina Faso, Traore participated in the first election observation mission of the OIF in Burundi. Subsequently he performed other election observation but has also been asked as a Legal Adviser and International Expert in several countries including Togo, Haiti, Burundi, Mali, Niger, Guinea Conakry in Guinea Bissau.

SYLVESTRE SOMO MWAKA - SENIOR PROJECT MANAGER AND SENIOR TRAINER

Sylvestre works in Afghanistan under The Project in Support of Enhanced Sustainability and Electoral Integrity in Afghanistan (PROSES) and in Senior Project Officer in Nigeria under the European Union Support for Democratic Governance in Nigeria (EUSDGN). He is a researcher, Senior Electoral Expert and Human Right Activist. He worked at the Independent Electoral Commission of the DRC at its inception in 2003 serving as a Senior Personal Assistant to the Chairperson of the Commission, coordinating the interaction with civil society, political parties and facilitating collaboration with external financial and technical partners. From 2013 to 2016 he worked as the Senior Technical Advisor for the CENI providing technical support and advice to the Commission.
With more than 14 years of experience working with EMBs across the globe, he has acquired knowledge on project management working with NGO and State programs such as the Stabilization Program of the DRC. For the peace building process in the DRC, Sylvestre actively participated in the peace negotiations in Goma 2008 and Kampala 2013 as a member of the technical team for the dialogues.

Sylvestre Somo participated in 16 election observation missions in Africa, North America, South America and Asia from 2003.

Sylvestre Somo is graduate of Computer Science of the Pontifical Catholic University of Minas Gerais (Puc-Minas) and completing for a post-graduation degree in Electoral Laws at the same university. Sylvestre holds several specialized training certificates including the Civilian Service, Human Rights and Gender Awareness of the Peace Operations Training Institute and Certified Trainer in “Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD)”. He speaks French, Portuguese, English and Swahili.

**EMANUEL PEREIRA - FINANCE AND ADMINISTRATION OFFICER**

Emanuel Pereira is ECES’ Finance and Administration Officer at HQ and supervises the administration and finance of ECES projects, particularly PEV and EURECS Ethiopia. Prior to joining ECES, Emanuel was a Development Expert since 2008, designing, implementing and managing different EDF funded government projects across Africa, namely Angola, Cape Verde, Guinea Bissau, Guinea Conakry, Mozambique and Sao Tome, and Timor Leste in Asia.

Emanuel holds a BA degree in Management, a Higher Diploma in Business Management and a second Higher Diploma in Social Economy, which has been proven to be a solid foundation for his competences in development, evaluation and monitoring. Additionally, he is an experienced trainer, specialised in tools of management.
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:

- Reflections on Election Conflict and Violence Prevention: Lessons from Southern Africa, ECES 2018
- Election Conflict Prevention Handbook from Southern Africa, ECES 2017
- EURECS - A European response to electoral cycle support, ECES 2016.
- 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.

For the exhaustive list of publications, please visit 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 organizations 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 contribution to the work that the international community is doing in terms of democratization and development”.

FABIO BARGIACCHI - CO-FOUNDER & EXECUTIVE DIRECTOR