

The logo for the European Centre for Electoral Support (ECES) features the letters 'ec'es' in a stylized font. The 'e' and 'c' are blue, while the 'e' and 's' are black. The letters are lowercase and have a modern, sans-serif appearance.

EUROPEAN CENTRE  
FOR ELECTORAL SUPPORT



# ORGANISATIONAL PROFILE 2011-2017

# OUR HISTORY



The European Centre for Electoral Support (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, election operations support and management of projects and large basket funds in favour of electoral processes worldwide. ECES works with all electoral stakeholders including electoral management bodies, civil society organisations and election observation platforms, political parties and parliaments dealing with electoral reforms, media, security sector and legal institutions tasked with electoral dispute resolution. One of ECES' key areas of expertise is the prevention, mitigation and management of election related conflict and violence.

ECES was established in September 2010 and was launched in December 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.

In July 2011, Fabio Bargiacchi was entrusted to lead ECES's 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 endeavor 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 phased focusing on reconciliation of the war-torn country.



*ECES was launched by President Apollinaire Muholongu Malumalu on the 6th December 2010 on the occasion of the European Development Days where he was invited to participate at EDD panel on Democracy and Human Rights, together with Thijs Berman, European Union Chief Observer to Afghanistan and Ethiopia, Filippo Grandi, Commissioner-General, United Nations Relief and Works Agency for Palestine Refugees in the Near East, Eva Gamboa, National Council of Indigenous Women, Argentina, Gérard Latortue, Former Prime Minister of Haiti, Head of OIF Missions to the Ivory Coast, Togo and Gabon and Soraya Rahim Sobhrang, Frontline Award 2010 Laureate, Commissioner, Independent Human Rights Commission, Afghanistan. The panel was moderate by Tumi Makgabo, Journalist and Producer*



# OUR HISTORY

Seven 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 overcome as well as many of our mile-stone achievements. Our quest to deliver electoral assistance world-wide while promoting European values through a European distinct delivery mechanisms is constantly growing. As such, ECES is committed to continue contributing to democratic and electoral processes worldwide.



ECES is a member of the European Partnership for Democracy (EPD) and is part of its Board of Directors. In this context, ECES, in collaboration with EPD members, has crafted and copyrighted a strategy called "A European Response to Electoral Cycle Support - EURECS".

EPD is the most important network of European civil and political society organisations working on democracy assistance. EPD members have delivered, or are currently delivering 200 projects in 138 countries while There are 1200 people presently working for the different members of EPD, including in its 50 Regional offices.

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.

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».



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

# OUR HISTORY



High-level panel “Implementing Sustainable Development Goal 16 for peaceful and inclusive societies - Opportunities and challenges in the security and development nexus”, from the left: Marouane Bakin, President Roch Marc Christian Kaboré, HRVP Federica Mogherini, President Faustin-Archange Touadéra, Bénédicte Paviot (Moderator) and Thijs Berman. 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](http://www.pevsadc.eu)) implemented by ECES since February 2013.

From February 2012 to June 2017, ECES signed over 70 contracts in support of electoral processes and strengthening of democratic institutions.

Recently, ECES has been awarded with two milestone projects: “Support to Democratic Governance in Nigeria, Component 1: Support to the Independent National Electoral Commission (INEC)” and “Enhanced Support to Democratic Governance in Jordan”. Both projects are built on the lessons learned from having implemented a number of projects in support to electoral and democratic processes and they will be implemented according to the EURECS strategy.

ECES forms part of the consortium that 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 7 years of delivering electoral and democracy support, ECES has implemented activities in more than 35 countries mainly, but not exclusively, in Africa and the Middle East. In addition to that, the founders and personnel of ECES have acquired extensive field experience and, taken together, ECES can count on a specific knowledge bank from its well-established network in over 90 countries around the world.



*ECES team at European Development Days 2016 - 2017, Tour & Taxis, Brussels*



# OUR HISTORY

ECES employs a balanced blend of highly skilled international, regional and national electoral experts to collaborate on our projects. ECES has thus far contracted more than 1000 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' currently 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. ECES is however a decentralised organisation with field offices and liaison offices in most places where it has ongoing projects, to bring activities closer to our beneficiaries and counterparts in partner countries.



# FACTS & FIGURES



**> 70**

Contracts signed since  
December 2010

**> 40**

Countries where ECES  
Implemented its activities

**> 1000**

International & National  
Personnel recruited

**> 60**

Different nationalities  
contributing to ECES projects

**> 5000**

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

**> 20**

Strategic partners  
Worldwide

**> 50**

Implementing partners  
Worldwide

**> 20**

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



# OUR STRATEGY

When implementing projects, ECES focuses on:

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



*LEAD Training in Burkina Faso*



*Shooting of a civic education movie in Comoros*

# OUR KEY ACTIVITIES



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

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

● **Procurement of electoral material:** development of acquisition plans on behalf of donors and in full compliance with the procedures and technical specifications, which allows to identify the needs 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 require in order 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 securisation of ballot paper:** a number of studies demonstrated that the order of candidates, text typography and layout such as the presence of logos and photos are not neutral ballot paper's elements. In order to ensure a fair and equal treatment to all candidates, a digital processing of candidates and political parties logos allow standardizing the presentation in line with common rules (background, colours, and templates). Moreover, in line with the identified needs, ECES can provide advice and support to the implementation of solutions for securing ballot papers;

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

● **Media monitoring and institutional communication:** media monitoring, which consists 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, this institution can count on reliable data to develop appropriate answers and reactions to orient strategically its institutional communication, thus strengthening the overall credibility of the EMB. Institutional communication activities also contribute to the improvement of EMB visibility through a number of means of communication such as information sheet, brochures, web-site, social networks, etc;

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

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

# OUR KEY ACTIVITIES

● **Crisis management/mediation process with key electoral stakeholders including political leaders:** support various local forums such as a panel of influential persons including nationals and senior mediation and conflict management expert who can advise and support the panel. The panels are meant to engage in structured political dialogue on various levels, to eventually be linked and constitute a broad platform to which an extended group of key players can plug into. In this context, ECES can 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 characterized by fragile institutional settings and by the risk of instability and electoral violence, can take the form of a Panel of the Wise, which consists of a dialogue among eminent and respected personalities aimed at identifying common and shared solutions to disputes;

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

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



*Pacte-BF Team*



*Loading of Electoral Material*

# OUR KEY ACTIVITIES



- **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 regards, ECES developed a set of digital instruments such as the Electoral Translator, which allows to access an accurate translation of electoral terminology, interactive resource management software as well as transparent and reliable systems for the transmission of election results.

- **Production of Visibility Plan:** ECES for each and single project produces visibility plan according to the rules and regulations of each donors which is submitted to approval before it is implemented. This includes design and publishing of dedicated web sites and social network activities.

- **Implementation of Civic-Voter Education Campaigns:** ECES designs and implements civic and voter education activities for different electoral stakeholders, in primis for electoral management bodies and civil society organisations. This is done using innovative tools such as production of videos and using media monitoring and social network and implementing nation wide mobile cinema campaigns

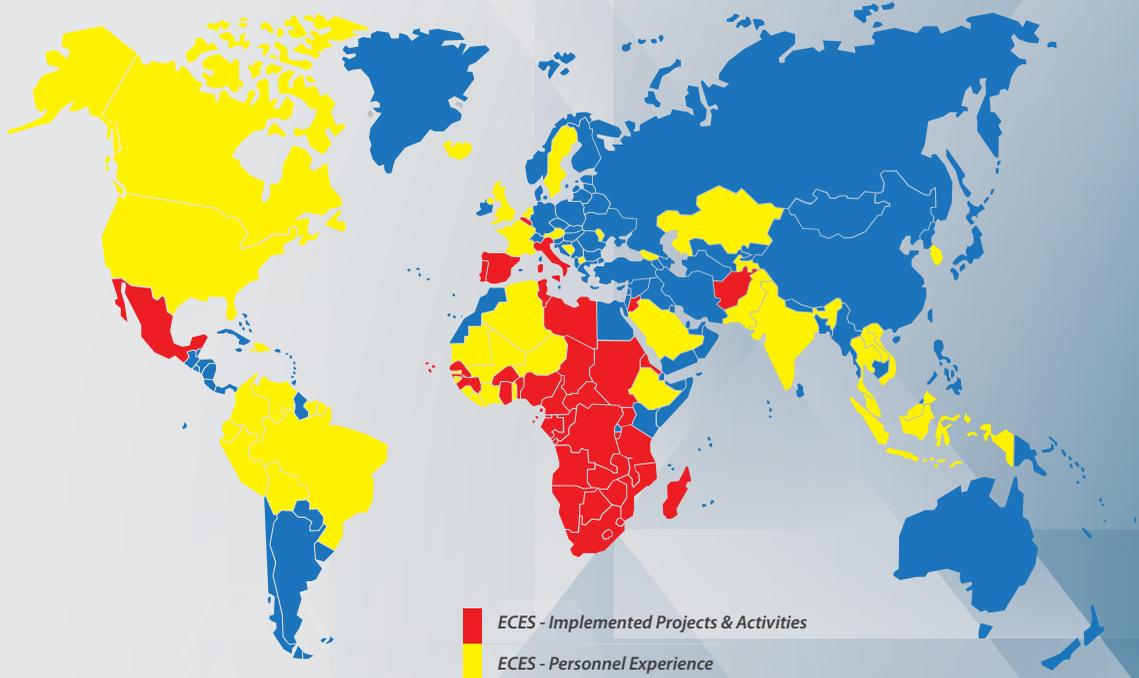


ECES Visibility and European Response to Electoral Cycle Support - EURECS



# WHERE WE WORK

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



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

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

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

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



# OUR MAIN PROJECTS

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

## EU Support to Democratic Governance in Nigeria (EU-SDGN) – Support to INEC



The project EU-SDGN – Support to Independent National Electoral Commission of Nigeria 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 projects aims to 1) enhancing the capacities of the INEC and other electoral stakeholders to deliver effectively; 2) strengthening INEC's strategic planning, policy framework and operational capacity; 3) 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 European Response to Electoral Cycle Support Strategy.

## Enhanced Support to Democratic Governance in Jordan



ECES is the consortium leader of the European not for profit organisations that contribute to the implementation of the programme “Enhanced Support to Democratic Governance in Jordan”, funded by the EU. The following organizations 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 European Response to Electoral Cycle Support Strategy (EURESC). The overall objective of the action is to support

Jordan's reform process towards consolidation of deep 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: 1) strengthening the functioning of the House of Representatives (HoR) in exercising its core parliamentary functions in a professional, accountable and transparent manner, 2) enhancing the functioning of the Independent Electoral Commission (IEC) and other key stakeholders, hence contributing to elections conducted in a professional, transparent and credible manner; 3) supporting the political party system in contributing to democratic governance and policy making, in particular in the Parliament. The main beneficiaries of the project are the House of Representatives (HoR), the Independent Electoral Commission (IEC), the Judiciary, the Ministry of Political and Parliamentary Affairs (MoPPA), political parties, women and young in leadership positions and media houses and their owners/journalists involved in democracy and political reporting.



# OUR MAIN PROJECTS

## 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; to address new challenges for EU EOM methodology; to 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 an holistic and multifaceted project implementation. The lead technical backstopping of the project's 3 years is ensured by ECES.

## 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

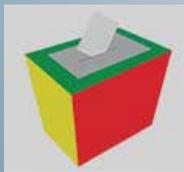
consolidation of the lessons learned during the presidential elections of August 2016) and on facilitating the set-up of inclusive political dialogue at the national level. Advocacy initiatives in favour of inclusive political dialogue aim to raise the awareness of national electoral and political actors with regards to: 1) the importance of an inclusive national dialogue for identifying a shared solution to contribute to the credibility of future elections; 2) 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.



# OUR MAIN PROJECTS



## Project in Support to the Electoral Process in the Republic of Senegal (PAPE Senegal)



Following the Leadership and Conflict Management Training for Electoral Stakeholders (LEAD) organized by ECES at the request of A-WEB in March 2016 in South Korea, the Autonomous National Electoral Commission (CENA) of Senegal officially requested to establish a collaboration framework with ECES. Furthermore, the General Directorate of Elections (DGE) also formulated the official request to partner with ECES. In this context, the PAPE project, funded by the German Ministry of Foreign Affairs, aims to contribute to organise an inclusive electoral process based on the responsible and active participation of all stakeholders. In addition to that, the project will support the implementation of the constitutional reforms adopted through the referendum of 2016 as to consolidate democracy in Senegal. In particular, PAPE focuses on developing and implementing effective voter awareness and education campaigns adapted to different target groups and phases of the electoral cycle; reinforcing DGE's institutional communication as well as the interaction of the institution with the National Broadcasting Council Regulation (CNRA) with regards to the use of media monitoring tools. Additionally, PAPE focuses on enhancing leadership and conflict management skills of electoral stakeholders (LEAD) as to encourage the establishment of permanent platforms of inclusive dialogue and consultation.

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



The project PACTE-BF was launched in May 2015 and it is expected to run for 14 months. PACTE-BF is a multi-donor basket with financial contributions from the EU, the Kingdom of Denmark, the Federal Republic of Germany, the Republic of Austria, the Grand Duchy of Luxembourg and the French Republic. PACTE-BF also benefits from the financial contribution from the Canadian Fund for Local Initiative of the Ministry of Foreign Affairs, Cooperation and Development of Canada. The project, implemented by ECES in partnership with the Osservatorio di Pavia, is designed to align to the different needs expressed by the Independent National Electoral Commission (INEC) and to support this institution in the implementation of its mission and in the organisation of Presidential and Legislative elections of 2015 and municipal elections of 2016. The overall objective of PACTE-BF is to contribute to the organisation of credible, transparent and peaceful elections in Burkina Faso. The Project is aimed at providing technical and operational support to the INEC and its local branches in planning, organizing and conducting credible, transparent and peaceful elections. During the course of the project, activities are geared towards strengthening the capacities of the INEC. PACTE-FB is designed following the electoral cycle approach with specific activities to be implemented during the pre-electoral, the electoral and the post-electoral phases. Project website: [www.pacte-burkinafaso.eu](http://www.pacte-burkinafaso.eu)



# OUR MAIN PROJECTS

## PEV SADC – Preventing Electoral Violence in the SADC



This ongoing project, launched in February 2013, is implemented by ECES in the Southern African Development Community (SADC), in collaboration with the Electoral Institute of Sustainable Democracy in Africa (EISA) and the Southern African Development Community Election Support Network (SADC-ESN). The overall objective of the project is to support key players in preventing electoral violence and conflict, by reinforcing civil society organisations across the SADC that are also members of the regional SADC-ESN network. The PEV-SADC project is built on a two-tiered approach, which foresees a comprehensive capacity development scheme for civil society, electoral management bodies and other electoral stakeholders on the one hand, and a research component that is meant to harvest first hand data on election related violence and conflict that in turn will be fed into an Observatory. The Observatory of electoral violence, along with the research work and the awareness rising activities contributes to prevent and mitigate electoral violence while advocating for legislative enforcement of electoral dispute resolution mechanisms. The SADC region includes Angola, Botswana, Democratic Republic of the Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe. Project website: [www.pevsadc.eu](http://www.pevsadc.eu)

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



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



# OUR MAIN PROJECTS



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



PACTE-Guinea I is a project funded by the EU. The project aims to contribute to the consolidation of democracy in the Republic of Guinea through the support of credible, transparent and peaceful elections and by strengthening the capacity of electoral stakeholders. The project duration was three months. The main beneficiaries of the project were citizens, voters and the population of Guinea at large. The specific objectives of the project were to support the civil society and the institutions supporting democracy (AID), by strengthening their

capacity to act in a professional, methodical and non-partisan way; support the inclusive and informed participation of the civil society by implementing civic education campaigns; strengthening media monitoring systems and contributing to effective management of electoral disputes in view of reducing potential conflicts. The project PACTE Guinea II, also funded by the EU, aims at strengthening the capacities of the electoral stakeholders participating in Guinea's democratisation process and the capacities of the democratic institutions of the Country. This project has the objective of further strengthening the results already achieved by the first project PACTE-Guinea I. The project, which started in December 2015, has a duration of 15 months. The expected results of PACTE-Guinea II include capacity enhancement of national democratic institutions and the strengthening of media and civil society capacities in contributing to citizen information and conflict mitigation. Project website: [www.pacte-guinee.eu](http://www.pacte-guinee.eu)

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



PARCAN I was an EU-funded project built to contribute to the consolidation of the democratic legitimacy in Guinea Conakry, through the strengthening of the administrative and management capacities of the National Assembly. Launched in May 2014 with an initial expected duration of five months, the project was subsequently extended until the spring of 2015. The project succeeded in enhancing the National Assembly's capacities in addition to contributing to citizen awareness raising campaign. Through the delivery of technical support and capacity development activities, the project contributed to the strengthening of two management units within the National Assembly: Human Resources and Finance & Administration. PARCAN II is the

extension of the previous PARCAN project. The project, also funded by the EU, aimed at further consolidating the achievements of PARCAN, while continuing to reinforce the democratic legitimacy in Guinea Conakry through the strengthening of the National Assembly's capacities. PARCAN II was launched in May 2015 and it ran for the course of 6 months. The project, in accordance with its predecessor, continued to implement capacity building activities to the benefit of the National Assembly as well as citizen awareness raising campaigns. Additional information available on ECES website: [www.eces.eu/posts/parcan-guinea](http://www.eces.eu/posts/parcan-guinea)



# OUR MAIN PROJECTS

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



PACTE-Madagascar, a project entirely funded by the EU, was implemented over the course of 22 months in all the 22 regions of Madagascar to support the organization 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 organization involved in voter education and election observation. In order to consolidate the lessons learned and support CSOs in advocacy and lobby activities based on the recommendations they developed in view to support the implementation of post electoral reform, the project was extended for 4 months. Project website: [www.pacte-madagascar.eu](http://www.pacte-madagascar.eu)

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



The project, entirely funded by the EU and implemented by ECES, in partnership with IBF International Consulting, takes place within the framework of the EU technical assistance project in support of the National Authority for Elections (NAE) in Central African Republic (CAR). The project was launched in June 2015 and will be implemented for 12 months, with a possibility to be extended up to 18 months. The overall objective of this project is to support CAR in its transition to democratic stability and sustainable exit from a state of fragility. The specific objectives of the project are to strengthen the capacity of the NAE in the organisation, conduct and supervision of

the legislative and presidential elections and the constitutional referendum. The project also supports the NAE in strategic planning, particularly in regards to legal, regulatory, administrative and operational aspects of the electoral process. The project equally aims to develop a sustainable capacity strengthening scheme to the benefit of the NAE and other key electoral stakeholders. The project also supports the NAE during the post-election period. Project website: [www.assistance-electorale-rca.eu](http://www.assistance-electorale-rca.eu)



# OUR MAIN PROJECTS



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



The EU-funded PROPEL seeks to support the implementation of a peaceful elections in 2015 on the islands of Zanzibar by creating awareness among political leaders and other key electoral stakeholders of their role in reducing the potential for the outbreak of conflicts. Following the in-depth preparatory work and the earlier inception mission organized in June 2015, the twelve-month project was signed on August 21st 2015. The project is a specifically targeted intervention that seeks to prevent the outbreak of conflict in Zanzibar during the time period leading to and immediately after the elections of 2015. The project aims to contain the situation in

Zanzibar and propel constructive democratic trends while supporting successful local peace initiatives. The project aims to set up mediation services on conflict prevention between political party leaders, state officials, religious leaders and non-state actors in Zanzibar. PROPEL also supports dialogue services in view to identify, support and implement national- and community level conflict mitigation and resolution processes. Furthermore, PROPEL contributes to awareness-raising and capacity building activities in support of political reconciliation and peaceful elections. Project website: [www.propel-zanzibar.eu](http://www.propel-zanzibar.eu)

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



INCIPALS is a EU-funded project that builds on the achievements of PACTE-Madagascar and it is aimed at further consolidating the achievements of the previous project. INCIPALS was signed in May 2015 and it will be implemented for 12 months in the twenty-two regions of Madagascar. The target groups of this project are civil society organisations, youth, women, journalists and citizens. The overall objective of INCIPALS is to contribute to create a peaceful environment for

consolidating the democratisation process in Madagascar. INCIPALS aims to support dialogue/discussion between different components of the Malagasy society, to strengthen capacities in conflict prevention and peace consolidation, to consolidate civic/electoral education initiatives and to strengthen leadership capacity of women in view to support their political participation. INCIPALS also aims to consolidate the rule of law, reinforce the trust between elected representatives and the electorate and strengthen the accountability of those elected, supporting the 'watchdog' role of the civil society. INCIPALS is implemented by ECES in partnership with Osservatorio di Pavia, Center for Creative Leadership and Search for Common Ground. The Project subcontracted Collateral Creations for the research and multi-media component. Project Website: [www.incipals.eu](http://www.incipals.eu)





# OUR MAIN PROJECTS

## Electoral technical assistance to the CENA in Benin



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

## PARTICIPE – Cape Verde



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



# OUR MAIN PROJECTS



## SUDEL I & II - Supporting Democracy in Libya



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

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

## 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 the Democratization Process in Sudan, named "Implementing a Bridge Strategy and Training on Leadership and Conflict Management Skills for Electoral Administrations (LEAD) in Sudan". The overall objective of this component was to strengthen and improve the Sudanese National Electoral Commission's capacities and support the cooperation among multiple electoral stakeholders for future elections. Through an intense collaboration between the NEC and ECES'

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

# CAPACITY DEVELOPMENT

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

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

ECES and/or ECES personnel are also individually contracted to contribute to training programmes, funded and implemented by other organizations in the framework of their projects. Within the trainings covering the electoral cycle offered by ECES, notably the training programme on Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD), on Effective Electoral Assistance (EEA), BRIDGE (Building Resources in Democracy Governance and Elections) and Election Observation, from February 2012 until May 2017, **more than 5000 persons have been trained.**

## Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD)



The innovative Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD) training is the result of the long-standing partnership between ECES and the Center for Creative Leadership - Leadership Beyond Boundaries (CCL-LBB). 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 Electoral Management Bodies - EMBs, non-Governmental Organizations, political parties, academics and practitioners **can improve their leadership skills and take on board means for preventing and/or mitigating the escalation of electoral violence and conflict throughout the respective electoral cycle.**



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

**LEAD uses adult education techniques with a value-based approach.** Instead of relying on conventional teaching methods such as lecturing, LEAD is activity-based and focuses on practical problem solving of the real-time challenges that electoral stakeholders are faced with. It also makes wide use of the specific experiences,

knowledge and exchanges among the electoral stakeholders participating. The methodology reflects the case that participants are faced with, hence training sessions that are of direct relevance to them and are delivered in a creative manner.

The experiences and knowledge of the participants, as well as the exchanges among them, develop capacities on the intersection between the participants' experience, knowledge and exchange. By **promoting a hands-on and interactive learning experience, LEAD encourages participants to think outside the box in order to bring creative and innovating ideas to the table.**

Perhaps the strongest aspect of the LEAD methodology is the way it promotes knowledge dissemination as a built-in element in the training. By using the **Training of Trainers (ToT) component**, a pool of semi-certified LEAD trainers is established at first. Participants reach the level of semi-certification after having successfully completed the entire LEAD ToT. Semi-certified LEAD trainers must facilitate a LEAD cascade training to accumulate experience in carrying LEAD training independently. Once a semi-certified trainer has facilitated a LEAD cascade in a satisfactory manner, together with a certifying LEAD trainer, the semi-certified trainer becomes certified. It is required that the **certified LEAD trainer facilitates three LEAD cascade workshops and at least one Lead ToT in order to become certifying.** This means, the certifying LEAD trainer can certify those who are semi-certified.

# CAPACITY DEVELOPMENT



## 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](http://www.oas.org))** began providing technical accompaniment to those countries that requested it through the implementation of **quality management and certification systems following the norms 9001 norms of the International Standardisation Organisation (ISO, [www.iso.org](http://www.iso.org))**.

In February 2014, ISO technical specifications for quality management systems for electoral organizations 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

organizations 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 continual 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.

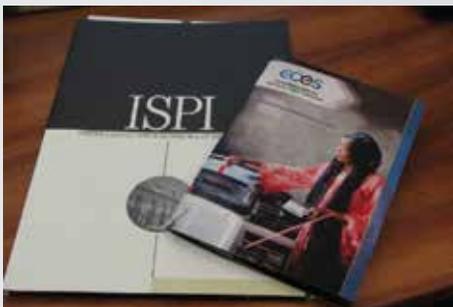
In this context, **ECES, OAS and IEAB are collaborating to spread the knowledge and comprehension of ISO/TS 17582:2014** and the IEAB Assessment Methodology and to **support the certification processes for interested EMBs** in Africa, the Middle East and other regions or countries where ECES implements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



# CAPACITY DEVELOPMENT

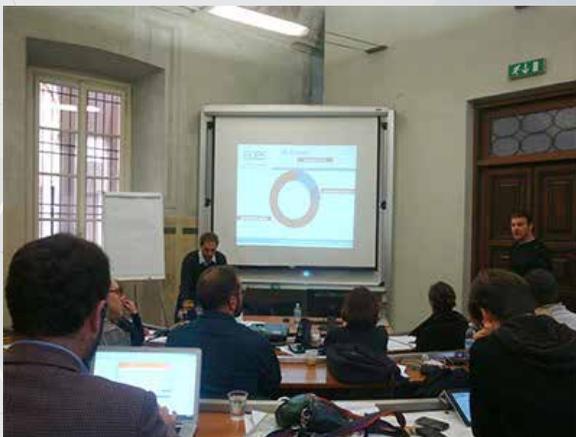
## Effective Electoral Assistance



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

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

The training programme in Effective Electoral Assistance has been developed to **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.



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

# CAPACITY DEVELOPMENT



## BRIDGE

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

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

BRIDGE has four main objectives:

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

ECES implemented a number of BRIDGE trainings, for example, our organisation delivered a BRIDGE module in Electoral Observation in Pristina 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.



BRIDGE Training



# CAPACITY DEVELOPMENT

## Other Trainings

ECES members, either through the foundation or individually, are contracted to contribute to training programmes funded and implemented by other projects, organizations 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 is currently carrying out 3 LEAD - Leadership and Conflict Management Trainings in Mexico City. These trainings have been organized jointly by the IEDF and the Electoral Prosecutor's Office (Fiscalía Especializada para la Atención a los Delitos Electorales - FEPADE).
- In partnership with the **Geneva Center for Security Policy's** ([www.gcsp.ch](http://www.gcsp.ch)), ECES contributed to the **Comprehensive Peacebuilding Course for the 21st Century**. The Geneva Center for Security Policy conducts the course in partnership with swisspeace and brings together individuals working in the field of peacebuilding from governments, civil society organizations, international organizations 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 organized to further strengthen the capacities of A-WEB members, namely high officials of EMBs from all over the world.
- **DIPLOCAT Election Observation Training**, Barcelona, Spain: the Public Diplomacy Council of Catalonia (DIPLOCAT) teamed up with ECES and the Barcelona International Peace Resource Center (BIPRC), to design and conduct a DIPLOCAT Election Observation (DEO) training for Catalonia's citizens.
- Conference: **"The Economic and Politic Transition in the Arab Countries of the EU Southern Neighborhood Area"** (La transition politique et économique dans les pays arabes du voisinage Sud de l'UE), Brussels, Belgium: ECES and the Egmont Royal Institute for International Relations organized 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.

# OUR PARTNERS



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

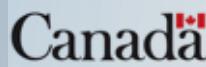
ECES can currently count on a solid network of partners, composed by more than 70 organizations among funding, strategic and implementing partners worldwide.

## 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 organizations, Electoral Management Bodies (EMBs) and other donors.



GOVERNEMENT DU GRAND-DUCHÉ DE LUXEMBOURG  
Coopération luxembourgeoise



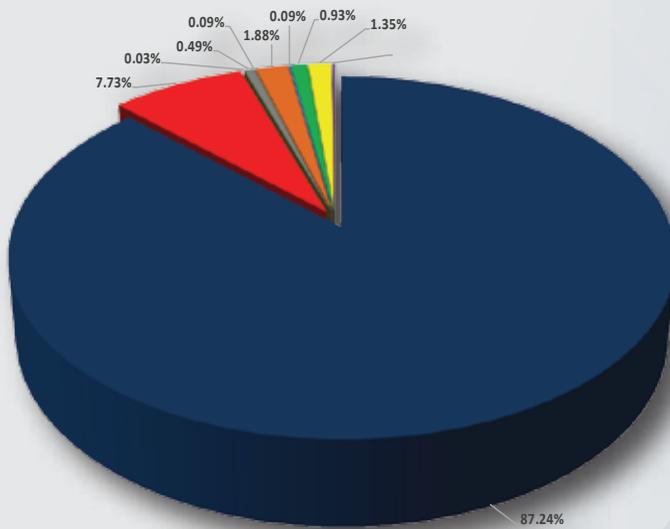
DIPLOCAE  
Public Diplomacy Council of Catalonia





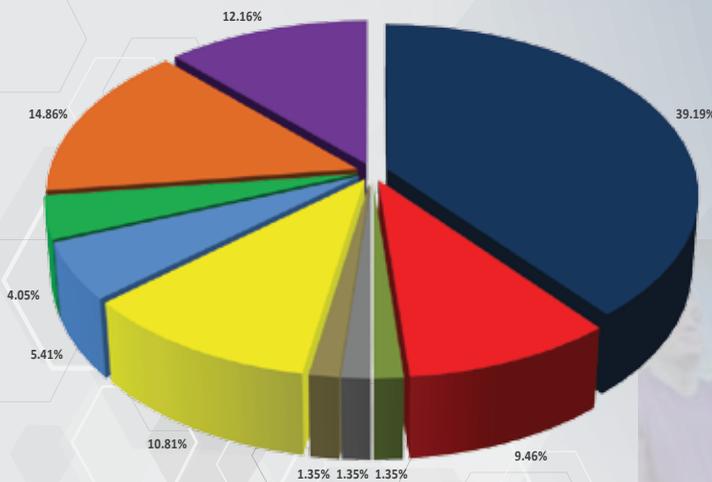
# OUR PARTNERS

## 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 N° 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).

# OUR PARTNERS



## Strategic & Implementing Partners

Strategic and implementing partners are essential to further consolidate ECES ambition to strive to reach new highs within the field of electoral assistance and democratic support. All strategic partnerships 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.



ECES established a strategic partnership with the **General Secretariat of the Organization of American States – GS/OAS** ([www.oas.org](http://www.oas.org)). Within the General Secretariat, the Department of Electoral Cooperation and Observation is the principal responsible 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 staffs in order to achieve a shared mission, namely **promoting transparency and quality in elections for a sustainable democratic development**.



International Electoral Accreditation Body

ECES is partners with the **International Electoral Accreditation Body** (IEAB [www.oas-ieab.org](http://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 partner of **URBAN REPUBLIC** ([www.urbanrepublic.org](http://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.

# OUR PARTNERS



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 organizations, ensuring closer cooperation and coordination in electoral support within Latin America, North America, and the Caribbean regions. CAPEL is a specialized program of the Inter-American Institute of Human Rights (IIHR [www.iidh.ed.cr](http://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](http://www.aweb.org))**, a **network with 106 member organizations (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 AWEB is composed by the EMBs of: Brazil, Moldova, Burkina Faso, Albania, Argentina, South Africa and Kyrgyzstan. Within the context of this major partnership, ECES and AWEB joined their efforts to organise trainings aimed at further strengthening the capacities of A-WEB members, namely high officials of EMBs from all over the world. Moreover, both organisations are actively engaged in supporting ICTs development for facilitating the access to electoral knowledge. Furthermore, ECES and AWEB actively contribute to discuss, share ideas and debate on how to make elections around the world fairer and more inclusive. In this context, ECES has been invited to the Seoul International Forum on Elections, one of the major event in the election management community calendar.



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



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



ECES is also partner with **Collateral Creation ([www.collateralcreation.com](http://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.

# OUR PARTNERS



ECES is a member of the European Partnership for Democracy (EPD [www.epd.eu](http://www.epd.eu)) and is part of its Board of Directors. EPD can be said to be **the most important network of European civil and political society organizations working on democracy assistance.**

EPD is the first Community of Practice on democracy assistance operating at the EU level advocating for a stronger presence of democracy support on the European Union's agenda and facilitates the exchange of knowledge and best practices in democratic transformations around the world. Apart from ECES, EPD is composed by the following members: the European Association for Local Democracy (ALDA [www.alda-europe.eu](http://www.alda-europe.eu)),

the Association of European Parliamentarians with Africa (AWEPA [www.awepa.org](http://www.awepa.org)), Club of Madrid (CdM [www.clubdemadrid.org](http://www.clubdemadrid.org)), DEMO Finland ([www.demofinland.org](http://www.demofinland.org)), the Eastern Europe Studies Centre ([www.eesc.lt](http://www.eesc.lt)), Elbarlament ([www.elbarlament.org](http://www.elbarlament.org)), the Netherlands Helsinki Committee (NHC [www.nhc.nl](http://www.nhc.nl)), the Netherland Institute for Multiparty Democracy (NIMD [www.nimd.org](http://www.nimd.org)), People in Need ([www.clovekvtisni.cz](http://www.clovekvtisni.cz)), the Universidade Católica Portuguesa (UCP [www.ucp.pt](http://www.ucp.pt)) and ONE WORLD ([www.oneworld.org](http://www.oneworld.org)), Westminster foundation for Democracy ([www.wfd.org](http://www.wfd.org)) and the French Media Cooperation Agency (<http://www.cfi.fr/en>).

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



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



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

# OUR PARTNERS



Center for  
Creative  
Leadership  
[www.ccl.org](http://www.ccl.org)

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

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

ECES's partners range from electoral management bodies to international, regional and national organisations, think tanks and NGOs. Just to name few examples, ECES collaborates with: Open Society Initiative for West Africa (OSIWA [www.osiwa.org](http://www.osiwa.org)), Electoral Institute of Southern African (EISA [www.eisa.org](http://www.eisa.org)), International Organisation for Migration (IOM [www.iom.int](http://www.iom.int)), Organisation de la Francophonie (OIF [www.francophonie.org](http://www.francophonie.org)) Istituto per gli Studi di Politica Internazionale (ISPI [www.ispionline.it](http://www.ispionline.it)), Diakonia ([www.diakonia.se](http://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 Ocials (ACEEEO [www.aceeeo.org](http://www.aceeeo.org)), the Network for francophone electoral competencies (RECEF [www.recef.org](http://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](http://www.ecfsadc.org)), the ECONEC (ECOWAS Network of Electoral Commissions), the Economic Community Of West African States (ECOWAS [www.ecowas.int](http://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 established a strategic partnership with the **General Secretariat of the Organization of American States – GS/OAS** ([www.oas.org](http://www.oas.org)). Within the General Secretariat, the Department of Electoral Cooperation and Observation is the principal responsible 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 staffs in order to achieve a shared mission, namely **promoting transparency and quality in elections for a sustainable democratic development**.

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](http://www.eces.eu/collaborating/network-and-partners)

# HOW WE WORK



## Financial Management

ECES is registered as a private not for profit foundation headquartered in Brussels with the business number 829998514 and with the Belgian VAT number BE0829998514. Given the size of our organisation, the annual accounts, after being externally audited, are submitted to and published by the National Bank of Belgium. ECES' accounts of 2011, 2012, 2013, 2014 and 2015 have been audited and submitted while the ones of 2016 are on the process of being finalised and will be audited in the first quarter of 2017, in accordance with the standard calendar of Belgian authorities.



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 subsidizing authorities;
- Declaration and management of taxation including VAT with local relevant authorities.



ECES has been using WinBooks as its accountancy software since its starting while a dedicated software was created with PME-Conseils 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.

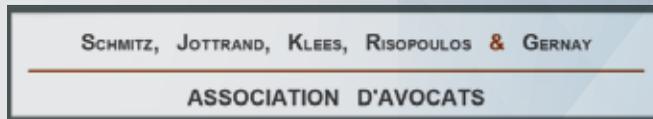




# HOW WE WORK

## 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](http://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.



# HOW WE WORK



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

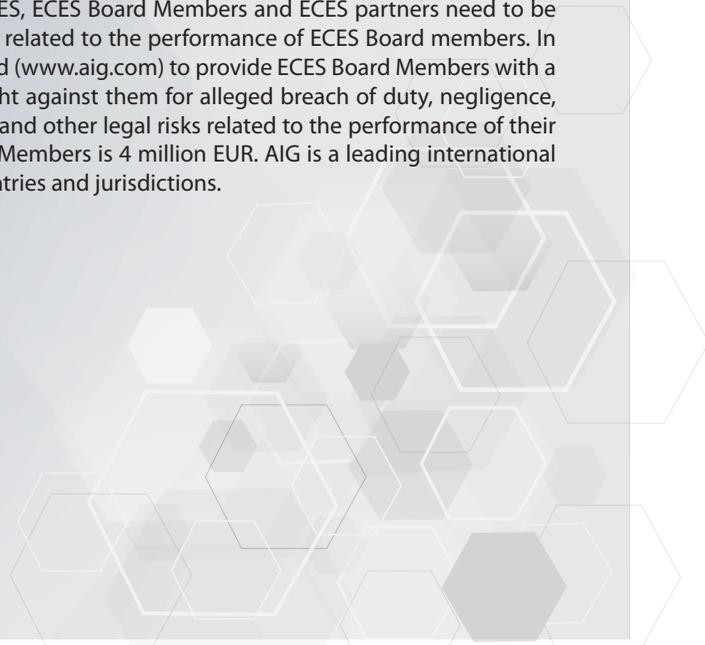


To ensure the security of ECES personnel and experts from risks related to political crises or natural disasters, ECES is supported by **Drum-Cussac** ([www.drum-cussac.com](http://www.drum-cussac.com)) when it comes to related political and natural disaster evacuations. Drum-Cussac integrates information technology with deep operational security capability and a global footprint, protecting over 11 million of people and thousands of assets and facilities worldwide. Thanks to Drum-Cussac services, ECES ensures the security of its personnel in the field, which also entails security warnings and evacuation plans in case of major threat.

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



Because ECES is a growing organisation under the point of view of the financial turn over and the average size of its activities, ECES, ECES Board Members and ECES partners need to be effectively protected from legal risks related to the performance of ECES Board members. In this context, ECES contracted AIG Ltd ([www.aig.com](http://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 insured for ECES Board Members is 4 million EUR. AIG is a leading international insurance organisation serving customers in more than 100 countries and jurisdictions.





# HOW WE WORK

## Evaluations, Verification of Expenses and External Audits

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

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

- The 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 is audited by **PriceWaterhouseCoopers (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) is audited by the international company - **2 AC Associés Audit & Conseil**.
- The expenses verifications of ECES' Project in Guinea Conakry, PARCAN I and II and the Programme in Support of the Transparency and Credibility of the Elections in Guinea (PACTE-Guinea) were carried out by - **Auditeurs Associés**.
- The Project Preventing Electoral Violence in the Southern African Development Community (PEV-SADC) was audited by **KPMG** and **Delta/Deloitte**.
- The Project in Support of the Transparency and Credibility of the Elections in Madagascar (PACTE Madagascar) and the Project in Support of Transparency and Credibility of Electoral Process in Union of Comoros (PACTE-Comores I 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 Democratization of Libya (SUDEL I and SUDEL II) were carried out by **KPMG** while **PriceWaterhouseCoopers (PWC)** carried out the three external audits for the same projects following the request of the EU.

# HOW WE WORK



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

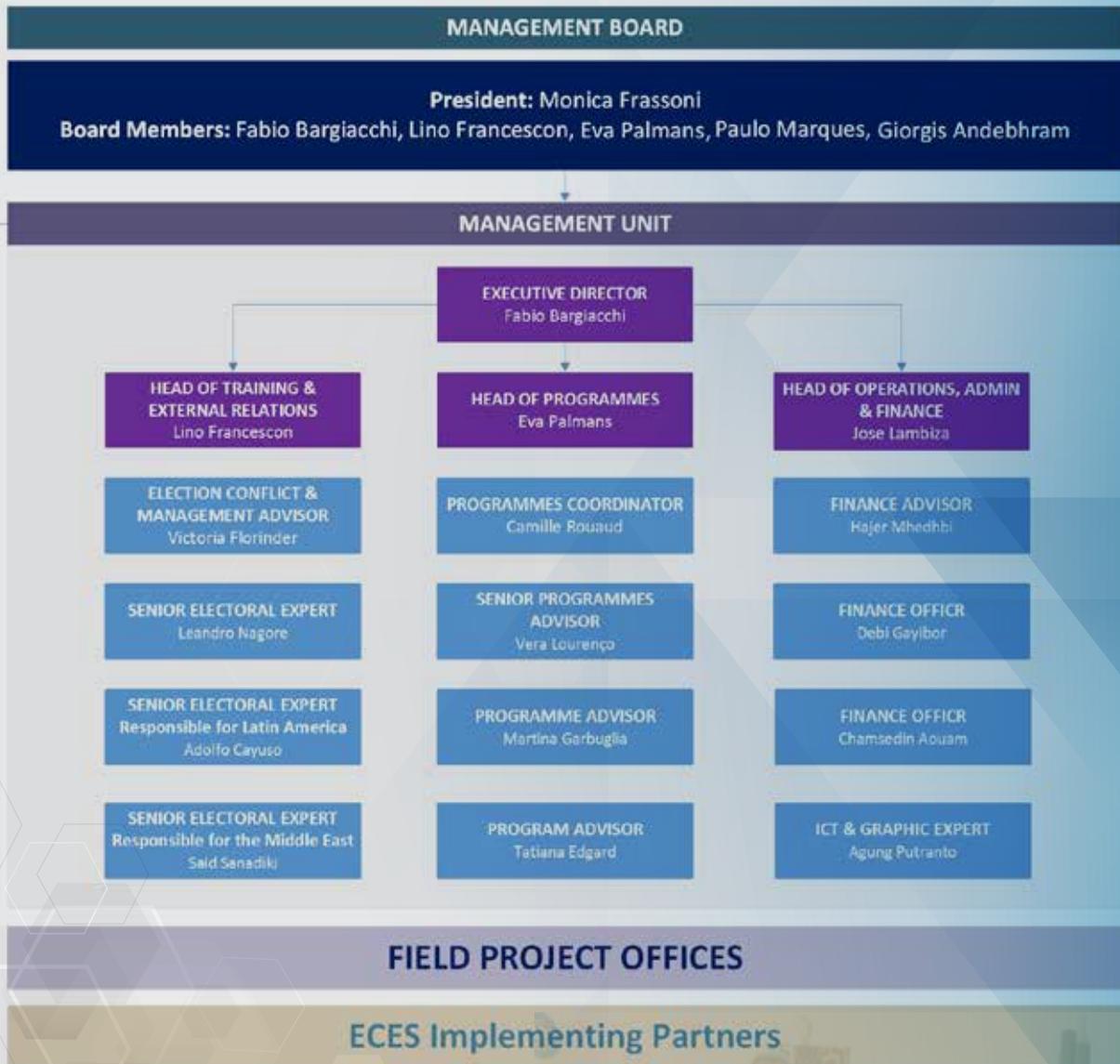
Here below some example of external evaluation of ECES projects:

- 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 (INCIPALS);
- 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-Comoros I);
- External Evaluation of the Project in Support of the Transparency and Credibility of the Elections in Madagascar (PACTE-Madagascar);
- External Evaluations of the Projects SUDEL I & II - Supporting Democracy in Libya and WON FOR LYBIA - Supporting the Libyan Forum for Civil Society.

The external evaluations of ECES' projects are available at the following link: [www.eces.eu/evaluations-audits](http://www.eces.eu/evaluations-audits)

# WHO WE ARE

## ECES Organisational Structure



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

# WHO WE ARE



## 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 is today 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 recently 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 organization 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 colors. 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.

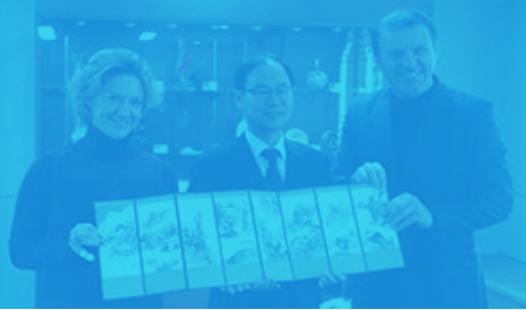
In June 2004, she was re-elected for a second term under the lists of the Italian Green party. During this term, she was a member of the Legal Affairs Committee and a substitute member of the Committees on Constitutional Affairs and on Environment, Public Health and Food Safety. Monica Frassoni also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

Monica Frassoni also took 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 the then 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 Vannuccini 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 recognized advocator 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 are part of the Spinelli Group more than 110 Member 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.



# WHO WE ARE

## Fabio Bargiacchi Board Member and Executive Director



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

From January 2007 to December 2010, Fabio served as Coordinator of the "Joint EC UNDP Task Force On Electoral Assistance" (JTF) and Senior Electoral Assistance Advisor at the UN/UNDP Brussels Office. During this period, he contributed to the establishment of the Joint Task Force and oversaw its activities for the identification, formulation and support for the implementation of all the EC-UNDP electoral assistance projects. He was also at the forefront of the conception and delivery of all the Joint EC UNDP IDEA effective electoral assistance, face-to-face and distance e-learning training between September 2005 and February 2011. Fabio was, thus, involved in more than 70 UNDP projects amounting up to a sum of more than €600 million between 2004 and 2010. From January 2011 to February 2012, he worked as Chief Technical Advisor for the EU funded "Project in Support of the Electoral cycles for the six Portuguese Speaking Countries in Africa (Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor Leste)", implemented by UNDP ([www.propalop-tl.org](http://www.propalop-tl.org)). This was the first ever trans-national electoral assistance project that focused exclusively on capacity development.

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

In the last 12 years, Fabio has authored, coordinated, co-authored and contributed to 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)
- Using International Standards. Council of Europe Handbook for Domestic Election Observers (2013)
- Essential Consideration of Electronic Voting published by International IDEA (2011)
- ISPI Working Paper on the Electoral Cycle Approach: Effectiveness and Sustainability of Electoral Assistance (2011)
- EU and Peace building, Policy and Legal Aspects: EU Electoral Support (2010)
- EC-UNDP Operational Paper on Procurement Aspects of Introducing ICTs in Electoral Processes: the specific case of biometric voter registration (2010)
- EC-UNDP Operational Guidelines. Implementation of Electoral Assistance Programmes and Projects (2006 and 2008)
- ACE Focus on Effective Electoral Assistance (2007)
- UNDP Electoral Assistance Implementation Guide (2007)
- EC Methodological Guide on Electoral Assistance (2006)

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

## Eva Palmans Board Member and Head of Programmes



Eva joined ECES in April 2012 as Senior Electoral Advisor and became Head of Programmes and Board member in August 2014. She is also ECES' representative for the regional office of Southern Africa, based in Madagascar. For more than 10 years Eva has been working in the field of elections, democracy and governance. She was the regional coordinator of Belgian NGO 11.11.11 in Central-Africa, managing projects with local organisations in the field of elections and democracy (civic education, election observation) for two years. In 2011, she worked as a political programme officer at the Madagascar office of the Electoral Institute for Sustainable Democracy in Africa (EISA). As a political expert, Eva participated in several EU Electoral Observer Missions (Burundi, Ivory Coast, Togo, Tunisia). With a Masters in Governance and Development and a PhD on Elections, Eva did substantial field research on political and electoral processes in Africa, building strong relationships with research networks and key actors in the sector. Eva is an accredited BRIDGE trainer-facilitator and certified LEAD trainer and has provided technical assistance to domestic observers and electoral management bodies. Since the beginning of 2013, Eva is running ECES' projects in Madagascar as Project Coordinator (PACTE-Madagascar, INCIPALS and the project "Accountability in Madagascar funded by USAID). She is also actively involved in ECES' regional project, PEV SADC and the ongoing projects in the Union of Comoros. As Head of Programmes she is providing support and advice to all existing programmes and is contributing to attracting new partnerships and funding.



# WHO WE ARE

## Lino Francescon Board Member and Head of External Relations



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

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

## Andebrhan Welde-Giorgis Board Member



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

the Eritrean Delegation. At last, Anderbrhan was during 2 years, the Commissioner for Coordination with the UN Mission in Eritrea and Ethiopia (UNMEE) and the Eritrean Government.



# WHO WE ARE



## Paulo Marques Board Member



Paulo is one of ECES founding member. He has an extensive track record in the field of election observation and electoral assistance with particular reference to project management and implementation, financial and budgetary administration, operations, logistics and security. Between 2001 and 2010, he contributed to the management and implementation of over 35 election observation missions in more than 25 different countries. Paulo has a specific experience and understanding of the complete process of EU EOM planning and implementation, having managed the preparation and submission of offers for over 30 EU EOMs, participated in a number of fact-finding and pre-deployment planning missions, as well as in direct implementation as a key Expert managing the interface between the service provider and the European Commission and Core Team. He has held many positions as Programme Manager, he has been responsible for the provision of a wide range of preparatory services, procurement and project implementation.

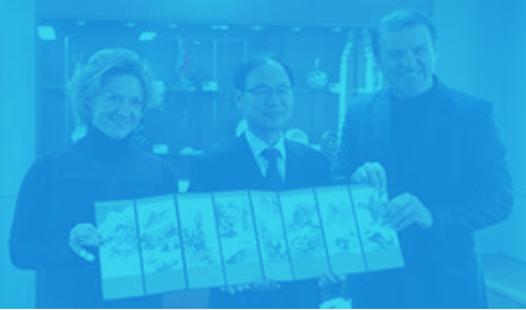
Many of the projects have been undertaken in the context of contracts awarded by Indra, Transtec and the International Organisation for Migrations. He has carried out several missions in the African and Latin American regions. Paulo is a Portuguese national and holds a university degree in Social Sciences.

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





# WHO WE ARE

## Victoria Florinder Election Conflict Management Advisor



Victoria joined ECES in November 2012 as Project Analyst after seven years of international work in the development sector, mostly in Africa and the Caribbean. Victoria's field of expertise is political psychology and election related conflict and violence. Given her background, Victoria is the lead team member of ECES most geographically diverse project entitled Preventing Electoral Violence in the SADC Region - PEV-SADC, that Victoria supported from Madagascar during her first 18 months with ECES. Since 2014, Victoria holds the position of Election Conflict Management Advisor, she also acted as Project Director of the Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar - PROPEL that delivers mediation support and political dialogue. Victoria is based half time in Brussels and the remaining time in Africa, in the SADC. Victoria is an accredited Building Resources in Democracy, Governance and Elections training programme (BRIDGE) and a Leadership and Conflict Management for Electoral Stakeholder (LEAD) facilitator. Victoria's geographical experience ranges from West Africa, the Caribbean and Southern African Development Community (SADC) where she has worked for development cooperation programmes mainly with SIDA, the Swedish Foreign Ministry, and the Norwegian Refugee Council for some seven years before joining ECES. Victoria has a Master's degree in Development Studies from Uppsala University and a Bachelor's degree in International Collaboration and Crisis Management from the National College of Defence in Stockholm, Sweden.

## Vera Lourenço Senior Programmes Advisor



Vera, collaborated with ECES's projects in the field, and has joined ECES Headquarters in 2016 in the role of Senior Programmes Advisor. 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 that contributed to train more than 460 people across the Burkinabe territory. Furthermore, she also contributes to the implementation of activities of the Project "Participate" in Cape Verde and in the Programmes in Support of the Credibility and Transparency of Elections in Guinea (PACTE-Guinea I and II) as Senior Electoral Expert. Vera has a B.A in Political Science, and a Master in Applied Political Science from the Institute of Political and Social Sciences of Lisbon University (Portugal).

# WHO WE ARE



## Martina Garbuglia Coordination Advisor



Martina started to collaborate with ECES in 2015 as Project Officer. Since 2017, she is serving as Coordination Advisor. Before joining ECES, Martina served as research assistant for International IDEA to contribute to the publication “International Obligations for Elections: Guidelines for Legal Frameworks”. She has also authored a research on “International and Regional Obligations and Jurisprudence for Democratic Accountability in Service Delivery”. Previously, she worked for the NEEDS Project, the International IDEA West Africa Office, ULBCEVIPOL and the European Parliament. She has taken part in several international electoral observation missions organised by the European Union, the Carter Center and Democracy International, and she actively collaborated with the ACE Electoral Knowledge Network. Martina holds a BA in Political Science and a postgraduate degree in Development.

## Tatiana Edgard Programme Advisor



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

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

## Hajer Mhedhbi Finance and Administration Advisor



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



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## Valeria Aldighieri Programme Advisor



Since March 2015, Valeria is serving as Project Officer, especially within the project PACTE-Comoros II and recently within the Project in Support of the Electoral Process in Senegal (PAPE-Senegal). Between October 2014 and March 2015 she was Junior Project Associate at ECES's headquarter in Brussels. After having completed her Bachelor's degree in Political Science and International Relations at the University of Genoa in 2011, Valeria obtained a Master degree in History of International Relations and Regional Integration Processes with a specialization in European Studies at the Institute of European Studies of Strasbourg. Since 2010, Valeria has taken more concrete steps towards the field of development cooperation through a voluntary work in Senegal where she co-authored a research paper entitled «Economic Partnership Agreement with the European Union and West Africa: the case of Senegal» published in 2011. In 2011, Valeria worked as Head of Communications and Partnership Development at the headquarters of the Association Solidarité Entraide Madagascar. Between 2012 and 2013 she was Head of Mission for the same Association in Madagascar on water sanitation system and environment protection field.

## Debi Gayibor Finance and Administration Officer



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



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## David Le Nôtre Project Director of EU SDGN Nigeria



David is the Project Director of the EU Support to the Democratic Governance in Nigeria - Component 1: Support to INEC. David served as Project Director of the Project in Support of the Credibility and Transparency of Electoral Process in Comoros (PACTE-Comoros II). Within the context of PACTE- Comoros I, David acted as Electoral Expert. Prior to that, David was Chief electoral Officer for the United Nation Mission of stabilization in Haiti (MINUSTAH) to provide technical assistance to the Provisional Electoral Council. Before to his service in Haiti, he served as Regional Coordinator in the Democratic Republic of Congo for the Presidential Elections in 2006, and as Head of regional office for the United Nations Office for Project Services (UNOPS), for the 2005 Legislative elections in Afghanistan. David also worked for the International Organisation for Migration (IOM) as Head of office in the Islamic Republic of Iran for the Out of Country Voting program and as Chief Operations for the Iraqi National Assembly election in

Paris. From 2000 to 2004, David worked as Senior Transition Officer for the Organisation for Security and Cooperation in Europe (OSCE) in Kosovo. David holds a Master degree in History/International Relations.

## Said Sanadiki Senior Electoral Expert - Project Director of ESDG Jordan



Said is the Project Director of Enhanced Support to Democratic Governance in Jordan. Said collaborated with ECES as Senior Electoral Expert in a number of project: Project in Support to the Credibility and Transparency of Elections in Comoros (Pacte Comoros II) and Guinea Conakry (Pacte Guinea II). Said has more than 10 years experience in election management and observation, democracy support and good governance. He designed and implemented training programs related to elections, democracy and good governance across the Middle East and North Africa region, and worked as a consultant for several international organizations. Among others, Said acted as the senior advisor to the UNDP Elections Assistance Program in Lebanon; he served as senior legal and electoral analyst of the Carter Center Mission to Libya, as Elections Operations Advisor in Yemen and he supported the Iraqi Commission in planning and structuring the BRIDGE training Unit. Furthermore, Said worked on the implementation of the EU International Fund for

Stability in Egypt as Democracy Reporting International's (DRI) Country Director. During the transitional phase in Tunisia, he worked as Elections Management Specialist for IFES. Said also supported national observer groups in Sudan as Director of the Carter Center's field office. Said's expertise also prepared him to serve as Technical Advisor to the Lebanese Ministry of the Interior and the Lebanese Parliament. He is former Executive Director of the Lebanese Association for Democratic Elections, and facilitated the creation of the Arab Network for Domestic Observers. He holds degrees in Political Science, Business Management and Masters in Financial Management, and is an accredited BRIDGE facilitator.



# WHO WE ARE

## Khaldoun Dudin Senior ICT Electoral Advisor



Khaldoun holds over 15 years of professional work experience, with more than 10 years as 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 etc. 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 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 "Enhanced Support to Democratic Governance in Jordan" project team. In this context, he acts as Senior ICT, electoral operations and voting system expert.

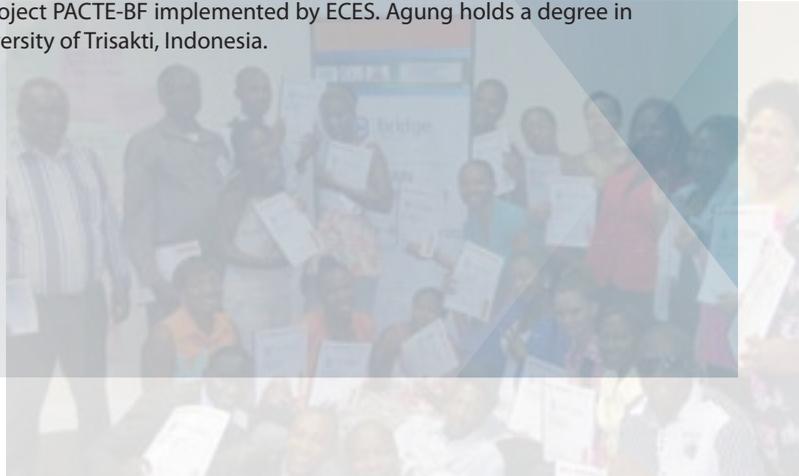
## Agung Putranto Senior ICT and Graphic Expert



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

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

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



# WHO WE ARE



## Dominique Weerts Project Director of PACTE-Guinea II



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

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

## Gorka Gamara Project Director of Project PACTE Comoros III



Gorka Gamara holds a Degree in Law from the Public University of the Basque Country and a Masters in International Law University in Belgium. He has worked over the last fifteen years in good governance, transitional justice and access to justice programmes for international organizations such as UNESCO, UNDP, the OCDE, among others, as well as for non-governmental organizations 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 is currently the Head of Project in the Comoros, where he is working on electoral and democratization assistance issues for ECES.

# WHO WE ARE

## 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.

## Scipion du Chatenet Senior Electoral Expert



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

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## Leandro Nagore Senior Electoral Expert



Since 2014, Leandro collaborates with ECES as Senior Electoral Experts within Projects (IRIS Elections, Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF), Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar (PROPEL), Preventing Electoral Violence in the SADC Region and at Headquarters level. Leandro Nagore has a B.A. in Philosophy, Politics and Economics and a post-graduate degree in Public International Law. Leandro has 16 years of experience in the electoral field, journalism, translation and interpretation. Over the past 12 years, he has participated in numerous election observation and expert missions, spanning over four continents, with the OSCE/ODIHR, the Carter Center and the EU; as a short-term and long-term observer, and more recently as an observer coordinator, reporting officer and as a legal/electoral expert. In his own country, Leandro worked as an electoral officer in the Madrid Electoral Board for the 2007 and 2008 electoral processes. For the past five years, Leandro has been

working as a trainer/facilitator both in face-to-face and on-line trainings for different organisations in the framework of democratic support. In addition, he is involved in several research, analysis and development projects on electoral observation and management practice and methodology.

## 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). Recently, he was the Domestic Observers and Regional Network coordinator for the Brussels-based NEEDS project, a position he held from 2008-2012. Franck is an active member of the ACE Electoral Knowledge practitioners' network and a semi-accredited BRIDGE facilitator.



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## Thijs Berman Senior Electoral Expert



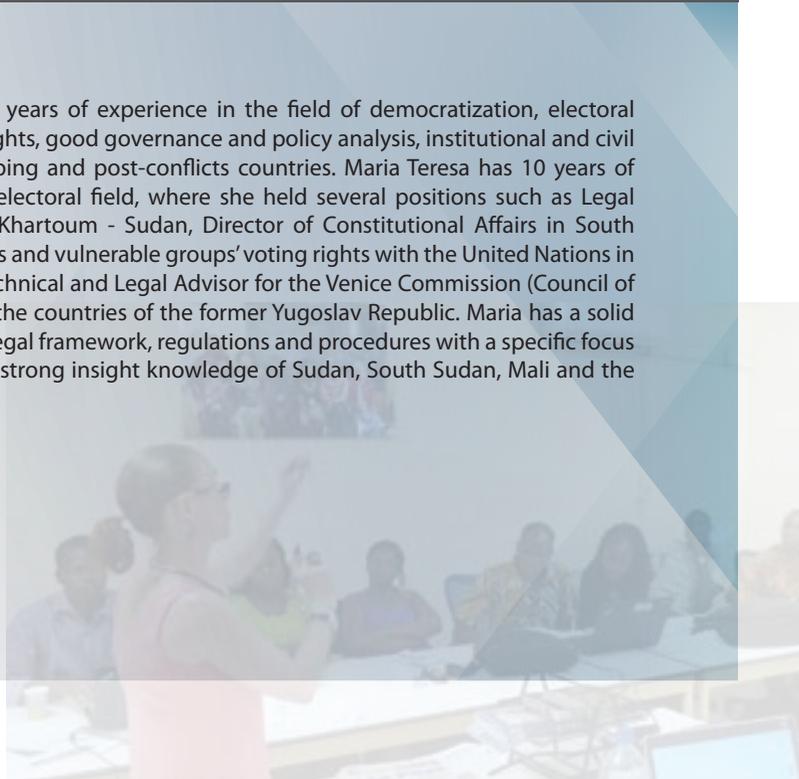
Thijs is a former member of the European Parliament (2004- 2014). He has a considerable knowledge of elections thanks to both his professional experiences and to having been Chief Observer of several European Union (EU) election observation missions. Through these experiences, he not only learned to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

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

## Maria Teresa Mauro Senior Legal Expert



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



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## Denis Fontaine Senior Electoral Expert



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

International Relations of Québec (SORIQ), an organisation which he chaired from September 2008 to September 2011. Denis holds a university degree in political science, administration and industrial relations.

## Francis Buhendwa Senior Parliamentary Support Expert



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

implementing the USAID Good Governance program. In the role of Legislative Advisor, he organized the Capacity Building activities for the Congolese National and Provincial Assemblies.

# WHO WE ARE

## Adina Borcan Senior Electoral and Communication Expert



Adina collaborates with ECES as Institutional Communication Expert within a number of projects notably the Project in Support of the Electoral Process in Senegal and ECES' electoral technical assistance project in support to the electoral commission of Benin. In 2015, Adina collaborated with ECES within the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF). In this context, she contributed as a LEAD facilitator to implement an intensive training process in Leadership and Conflict Management that contributed to train more than 460 people all across Burkina Faso territory. Adina holds a Master in European Studies from the University of West Timisoara (Romania) and from the Université Libre de Bruxelles (Belgium). She then completed her academic path with a PhD in Philosophy at the Alpen Adria University in Austria. Adina has extensive working experience in election observation. Over the last eight years, she joined several European Union Electoral Observation Missions (EU EOMs) taking part in the EU EOMs to Bangladesh, Togo, Tanzania, Guinea, Kenya, Zambia, Nigeria, Congo, Algeria and Tunisia. During these missions, she monitored the overall electoral process, she participated and evaluated the quality of trainings for national observers and journalists and she was involved in media monitoring activities. More recently she took part in the European Union Electoral Assessment Mission (EU EAM) to Afghanistan as regional expert in the core team. Since 2013, Adina is also involved as editor in "Stiri pentru copii", an on-line magazine organising media campaigns on children's right as well as on the right to education.

## Lucia Scotton Civic and Voter Education Expert



Lucia is the civic and voter education advisor of the project in Support of the Electoral Process in Senegal (PAPE Senegal). Lucia is a senior researcher at the Osservatorio di Pavia, an Italian institute for media studies. Since 1995, she gained significant experience conducting analysis on media agenda setting, electoral and political communication, social issues as well as gender representation.

Lucia joined the electoral world taking part to international election observation and assessment missions with different organisations (OSCE/ODIHR, Council of Europe and the EU) as Media Analyst. She worked in a number of countries in Africa, East Europe and Caucasus, Central Asia and Latin America, providing analysis on media regulatory systems, freedom of expression as well as freedom of information, and setting up and coordinating media monitoring units. She lately joined electoral assistance projects as public outreach, communication and media regulation specialist in post conflict/transition countries such as Cote d'Ivoire, Tunisia and Afghanistan, providing assistance to electoral management bodies. She holds a degree in Intercultural Communication and a LLM in International Human Rights Law with the University of London.

# WHO WE ARE

## Barthélémy Kere Senior Political Dialogue Advocacy Expert



Mr. Barthélémy KERE is the Political Dialogue / Advocacy Expert of the Project in Support of National Electoral Observation in Gabon. In 2006, he was nominated Member of the Independent National Electoral Commission (INEC) of Burkina Faso, representing the Catholic Community. He was elected President of the CENI of Burkina Faso in August 2011. In this role, Mr. Kéré successfully ensured the leadership of institution during the transition phase and in particular during the 2015 presidential and legislative elections and the 2016 municipal election. In this context, ECES collaborated with Mr. Kéré within the framework of the Project in Support to the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF [www.pacte-burkinafaso.eu](http://www.pacte-burkinafaso.eu)) which provided multidimensional support to the INEC of Burkina Faso. Mr. Kéré has also carried out a number of electoral observation missions, notably in Brazil, in France on the occasion of the European elections, in Ivory Coast and in Nigeria. He also participated to exchanges of experience on electoral administration, and took part to workshops organised by the Economic Community of West African States (ECOWAS), the International Organisation of Francophonie (OIF) and the World Association of Election Management Bodies (A-WEB).

## Philippe Galabert Senior Administration and Finance Expert



Philippe acted as Administration and Finance Manager for the Programme PACTE-Guinea II. Philippe has extensive professional experience in the management of large operations and finance activities in the private sector and international organisations, including long periods spent in Anglophone, Francophone and Lusophone African countries. After two years of working in procurement and management services for an oil company in France, Philippe began his international career in the 90's with the World Food Programme (WFP) in Mozambique working as Operations Officer and Head of WFP sub-office for the Niassa province. In 1996 he worked as an Administrative and Finance officer at the International Organisation for Migrations managing a budget of over 10 million US Dollars, as well as, a staff of over 200 people in Mozambique (1996-1997), Angola (1997-1999), South Africa (1999-2000), East Timor (2000), Kosovo (2001), Senegal (2001-2006) and Geneva (2006-2010). After returning to the private sector as Head of Operations for a private bank in Geneva from 2011 to 2012, he joined ECES in Madagascar in 2013. Philippe holds a master in Business Management from the Institute 3A of Lyon/France and a diploma in Marketing from the European Institute of Management of Bordeaux/France.



# WHO WE ARE

## Martin Banse Administration and Finance Expert for PAOEN Gabon



Before joining the project management unit of the project in Gabon, Martin acted, from 2011 until 2016, as Administrative and Finance Director at the Independent National Electoral Commission (INEC) of Burkina Faso. In this role, Martin collaborated with ECES within the framework of the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF [www.pacte-burkinafaso.eu](http://www.pacte-burkinafaso.eu)) aimed at providing a multidimensional support to the burkinabè electoral management body. From 2005 until 2011, Martin acted as Chief of the INEC's Administrative and Finance services. Previously he worked as Chief of the local authorities for the main Financial Department of the Tenkodogo municipality. Martin is familiar with institutional and electoral budget's development, with the development of the electoral process' financial overview, the development and the implementation of open tender for the procurement of electoral material, with the development and the implementation of the logistic plans and strategies, with the development and the monitoring of electoral management body's administrative, financial and accountancy procedures, etc. Martin is currently Executive PhD Candidate for the BSI-Luxembourg and CESAG Dakar.

## Chamsedin Aouam Finance and Administration Officer



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



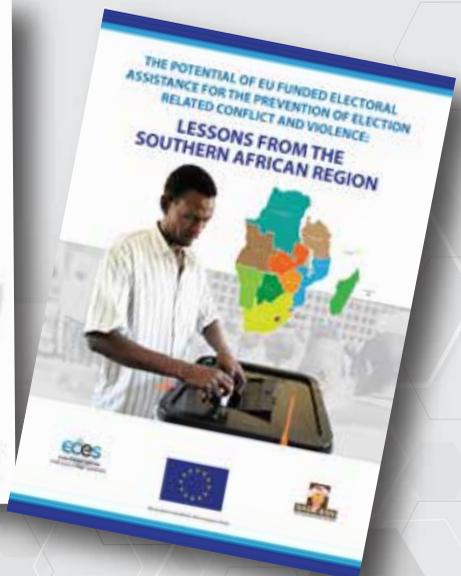
# PUBLICATIONS



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

Please find below some examples of publications:

- **Election Conflict Prevention Handbook from Southern Africa**, ECES 2017
- **The potential of EU Funded electoral assistance to support the prevention of election related conflict and violence: Lessons from the Southern African Region**, ECES 2017.
- **EURECS** - A European response to electoral cycle support, ECES 2016.
- **Using International Standards, Handbook for Domestic Election Observers**, Editor: Marie Carin von Gumpenberg; Contributors: Fabio Bargiacchi, Tim Baker, Igor Gaon, Marie Carin von Gumpenberg, Milica Kovačević, Mathieu Merino, Andria Nadiradze, Eva Palmans, Vladimir Pran, Council of Europe, 2014.
- **Eritrea at a Crossroads: A Narrative of Triumph, Betrayal and Hope**, Andebrhan Welde Giorgis, Strategic Book Publishing, 2014.
- **Handbook for the Electoral Observation Mission of SADC-ECF**, European Centre for Electoral Support (ECES) – PACTE Madagascar, 2013;
- **Biometrics in elections: Issues and Perspectives**, European Centre for Electoral Support (ECES), Organisation Internationale de la Francophonie (OIF) and National Autonomous and Permanent Electoral Commission of Gabon, 2013.



# PUBLICATIONS



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

For the exhaustive list of publications, please visit ECES website [www.eces.eu/publications](http://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**, *ECES' Executive Director*



# ECES

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