



EUROPEAN CENTRE
FOR ELECTORAL SUPPORT



LEAD

Leadership et Gestion de
Conflit pour l'Administration
Electorale

Bruxelles
18-22 juin 2012



ORGANISATIONAL PROFILE

www.eces.eu



TABLE OF CONTENT

About Us	2
Our History	7
Fact and Figures	10
Vision, Mission & Quality Policy	11
Our Copyrighted Strategy	12
Our Key Activities	15
Capacity Development	19
Where We Work	25
Our Main Projects	26
Funding Partners and ECES Co-contribution	40
Our Strategic & Implementing Partners	44
How We Work	47
Who We Are	52
Publications	84
Homage to Apollinaire Malumalu	86

ABOUT US

ECES is a not for profit private foundation established in September 2010 and headquartered in Brussels, Belgium, with a global remit. ECES promotes sustainable democratic development through the provision of advisory services, operational support and management of large projects in the electoral and democracy assistance field.

ECES works with **all electoral stakeholders**, including electoral management bodies, civil society organisations involved in voter education and election observation, political parties, parliaments, media, security forces, religious groups and legal institutions confronted with electoral disputes resolution.



ECES has crafted and copyrighted its strategy called “A European Response to Electoral Cycle Support - EURECS”¹. This is an innovative and alternative delivery mechanism to implement electoral and democracy assistance activities that are consistent with European values and EU policies. It targets the implementation of the recommendations of EU election observation missions and **is built to help prevent, mitigate and manage electoral related conflicts.** **EURECS is implemented via specific methodologies and tools developed and copyrighted also by ECES.**

ECES boasts a wealth of experience and expertise in electoral support projects stemming from nearly all regions across the globe. **During its 10 years of work delivering electoral and democracy support, ECES has implemented activities in more than 50 countries mainly, but not exclusively, in Africa and the Middle East.** In addition to that, the founders and



ECES Team at European Development Days (EDD) 2019, Brussels, Belgium

ABOUT US

personnel of ECES have acquired extensive field experience and, taken together, ECES can count on a specialised knowledge bank from its well-established network around the world in roughly 100 countries.

ECES employs a diverse team of highly skilled international, regional and national electoral experts collaborating on its projects, **having thus far contracted more than 2000 individuals, representing over 60 different nationalities.**

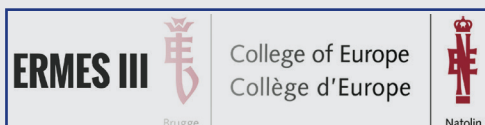


The EU and EU Member States are ECES' largest donors (Germany being second to the EU), but ECES has been funded by and collaborated with more than 20 donors.



Sustainability and local ownership of all ECES activities are essential. Capacity enhancing workshops covering all aspects of the electoral cycle are offered by ECES, notably the training programme on **LEAD (Leadership and Conflict Management Skills for Electoral Stakeholders)**, **EEA (Effective Electoral Assistance)**, **BRIDGE (Building Resources in Democracy Governance and Elections)** training of polling officers and other kind of curricula **has so far reached over 115,000 persons.**

As part of the on-going development of advisory services and operational support for all electoral stakeholders, ECES seeks to continuously facilitate exchanges of experience and explore new strategic partnerships with other international and regional organisations and networks in the democracy and electoral fields. ECES' current network of funding, strategic and implementing partners amounts to over 100 diverse organisations and institutions worldwide.



ECES is part of a consortium led by the **College of Europe to implement the ERMES (European Response on Mediation Support)** project to provide a tool for the EU to advance its objectives and role in the field of mediation and dialogue. The project is

implemented under the supervision of the Service for **Foreign Policy Instruments of the European Commission** and in close consultation with the **Mediation Support Team of the European External Action Services** which ensures the political steer. The ERMES project office is located within ECES headquarters' premises in Brussels².

ECES was also part of the consortium that implement the **“EU funded Election Observation and Democracy Support - EODS”** endeavour, a capacity building project for EU Election Observation personnel. Started in February 2017, EODS had three main areas of support:



- strengthening the EU Election Observation Mission methodology
- training election observation specialists on EU methodology election principles
- sharing this methodology with regional organisations and networks

2 <http://www.eces.eu/posts/ermes-european-resources-for-mediation-support>

ABOUT US



In 2020, ECES drafted and copyrighted Innov-Elections, its own response to the global COVID-19 pandemic, in order to **continue delivering electoral assistance** activities remotely, using the comparative experience of ECES experts and partners in the field while further enhancing the

contextualisation of the training programmes to the local realities affected by the COVID-19 crisis. Officially launched on 15 December 2020 as part of the announcement by the Italian Ministry of Foreign Affairs and International Cooperation of its “Partnership with Africa” policy document, the Innov-Elections project was developed **in collaboration with the Sant’Anna School of Advanced Studies of Pisa (SSSA)³ and implemented with the United Nations Institute for Training and Research (UNITAR)⁴.**

Innov-Elections is built around the following three main areas:

1. Optimise the COVID-19 confinement by **enhancing the potential of electoral stakeholders**;
2. **Boost youth and women’s roles and participation** in the management of elections;
3. Enhance **electoral stakeholders’ leadership, conflict and quality management capacities**.

As a testament of our commitment to quality and high standards, in 2020 ECES projects in Ethiopia were selected **among the best 10 projects at the Paris Peace Forum 2020**, a world renown event on issues of global governance and multilateralism that acts as a convening power to bring together all committed actors and as an incubator to help advance concrete solutions for better global governance.

The selection was made out of an overall of **850 proposals** coming from states, international organisations, NGOs, foundations, among others. With this selection, ECES will receive a **12-month customised support** from the **Paris Peace Forum⁵**, through monthly workshops, targeted advice and follow-up in **policy and advocacy, communication, partnerships, and much more**.



Throughout 2021, ECES will receive the support of Senior Advisers and Mentors **Stefano Manservigi**, former Director General of the European Commission’s Directorates General for International Cooperation and Migration/Home Affairs as well as Senior French diplomat and former Under Secretary General for the UN Peacekeeping Department, former Director of the international Crisis Group **Jean Marie Guehenno** to scale up our EURECS approach.

ECES projects were selected in the **Scale Up Initiative of the PPF⁶** for:

- Quality of project

³ <http://www.santannapisa.it/en>

⁴ <http://unitar.org/home>

⁵ <https://parispeaceforum.org/>

⁶ <https://parispeaceforum.org/scale-up-projects/#:~:text=Scaling%20up%20projects&text=The%20Paris%20Peace%20Forum%20is,in%20a%20deteriorated%20international%20environment.>

ABOUT US

- Importance and relevance of the project to current global governance issues
- Feasibility of the project or its potential for progress
- Level of actual support
- Diversity of origin and of organisation

On the Scale-Up Initiative, the Paris Peace Forum stated: *“These projects present the highest potential of development while tackling crucial global governance issues at the same time.”*
“These most promising governance projects demonstrate that it is still possible to improve the collective response to global challenges in a deteriorated international environment.”

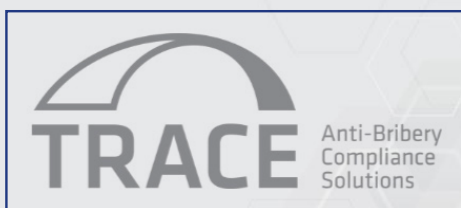


ECES is also a member of **FAIB (the Federation of European and International Association established in Belgium)**⁷ and is part of the EU Transparency Register⁸.

In July 2020, ECES received the official ISO accreditation for its yearlong efforts in implementing the ISO Standard 9001:2015 for the improvement of its Quality Management System (QMS).

Being ISO 9001 certified means that ECES has successfully implemented a system of continual improvement in all its processes, centred on continually meeting the needs and expectations of donors and beneficiaries. The application of quality management principles to ECES procedures also ensures the accountability and transparency of activities by clearly defining steps taken and responsibilities.

Through certification, ECES is able to demonstrate that its organisation and operations comply with some of the most comprehensive external and international standards and displays our commitment to quality in all of our activities, ranging from strategic planning to operations to the review and identification of improvement opportunities. By following well determined processes, we aim to increase effectiveness, minimise errors and ensure consistency between our different projects – and that these are implemented in the best way possible.



In May 2020, ECES officially received the TRACE certification, a heavily benchmarked and comprehensive due diligence review, analysis and approval process. Obtaining the TRACE certification means that **ECES has been thoroughly vetted, trained and certified by TRACE, the world's leading anti-bribery standard setting organisation.** The TRACE certification review

process is based on internationally accepted standards and requires candidates to complete global anti-bribery training, adopt a code of conduct and update due diligence information annually. Reports include daily screening of names against international sanctions and enforcement lists.

This certification reinforces ECES' status as an organisation of excellence and a reliable

⁷ <https://faib.org/home/>
⁸ Identification number: 578467420707-73

ABOUT US



partner for companies and organisations around the world. It further demonstrates ECES' commitment to commercial and financial transparency, allowing us to serve as a valued business partner to multinational organisations and companies.

Obtaining both certifications seeks to consolidate ECES' organisational structure based on continual improvement, as well as ensuring and further demonstrating that ECES and its comply with some of the most comprehensive external and international standards.



2012, ECES delivering electoral material in support of EUDEL project in Libya

OUR HISTORY



Former President of ECES and Co-Founder, Late Abbot Apollinaire Muholongu Malu Malu

ECES was established in September 2010 and launched in December of the same year when Abbot Apollinaire Mulhongo Malu, the first President of ECES management board, was invited by the European Commission to attend the European Development Days.

During this occasion, the creation of ECES was announced. Malumalu explained that a number of senior electoral experts and practitioners identified **the need to establish a European based not for profit organisation specialised in providing electoral support consistent with European values and EU policies. This organisation would work in favour of beneficiary countries partner of the EU and ensure ownership, cost effectiveness**

and visibility of the cooperation between the EU, its Member States and the beneficiary country.

ECES emerged as an idea of a European organisation specialising in electoral support to be at the service of the EU and EU Member States long before being officially founded in 2010. **The idea and initiative came from Fabio Bargiacchi back in 1997**, when he participated in an OSCE mission in Bosnia. There, he realised that USAID had its own organisation dedicated to implementing electoral assistance via an established cooperative agreement since 1995, known as the CEPPS (Consortium for Elections and Political Process Strengthening). The EU, however, did not have such an organisation but was instead funding the OSCE and the United Nations.

Fabio Bargiacchi co-opted to this cause the late Abbot Malu Malu as well as all other members of the board, who shared similar ideas about the need to establish a European Centre for Electoral Support embodying the views and values of the EU and EU Member States as donors. **Both men also sought to integrate the views of the beneficiaries' countries in terms of visibility, steering of projects, flexibility and cost effectiveness to dedicate more funds to activities instead of administration and human resources costs.**



ECES Co-Founder and Executive Director, Fabio Bargiacchi

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

In her function of Vice President and **President**, Monica, **plays a fundamental role in enhancing the political visibility of ECES with donors and beneficiaries and in reinforcing ECES strategic engagement within EU Institutions at the highest level.**

OUR HISTORY

As one of **EU's top influencer⁹** and **top 100 Global Thinker¹⁰** Monica brought over 30 years' experience in European and foreign affairs, **proactively contributing in the establishment and successes of ECES** also via her regular activity as speaker and lecturer in important academic fora and large public events, focusing on democracy and participation of civil society (notably women and youth, in decision-making at all levels) and also on sustainable energy and energy savings, green transformation of the global economy and society to fight exclusion and climate change.



*ECES President,
Monica Frassoni*

As a former Member of the European Parliament (for two mandates) and later as Co-chair of the European Green Party, **Monica's passion in support of human rights, women political engagement and democracies constantly reinforced ECES growth and visibility. Bringing on board her past experience as Chief Observer in two EU Electoral Observation Mission (EOMs) Bolivia and Venezuela, Monica advises and assists in all ECES activities, notably in terms of follow-up of the implementation of the recommendations of EU Election Observation Missions in to electoral assistance activities.** Monica Frassoni bring to ECES also her

experience as member of the board of trustees of "Friends of Europe" (a leading think tank that works to promote a more inclusive, sustainable and forward-looking Europe) and of the "Foundation ceci n'est pas une crise", created in 2013 in Belgium to respond to the challenges of cultural and identity populism.

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 phase, focusing on reconciliation of the war-torn country.

Ten years down the line, ECES is now a well-established organisation that is proud of its roots and the course it has taken. It has overcome many challenges and boasts numerous milestone achievements. Our quest to deliver electoral assistance worldwide while promoting European values through a European distinct delivery mechanism is constantly growing.

As such, ECES is committed to continuing contributing to democratic and electoral processes around the world and, together with the United Nations Development Programme and International IDEA, nowadays stands among the three most important partners of the EU for the implementation of EU electoral support.

In September 2020 ECES welcomed in its team **Joëlle Milquet, a former Belgium Deputy Prime Minister, former Minister of Defense**, and Special Adviser to President of the European Commission, Jean-Claude Juncker for the compensation of victims of crime.

Appointed by ECES Board to coordinate the Strategic & Advisory Committee, **Joëlle is bringing 30 years of political experience to support the implementation of**



*ECES President of Strategic and Advisory
Committee Joëlle Milquet*

9 <https://www.eces.eu/en/posts/monica-frassoni-named-euinfluencer>

10 <https://foreignpolicy.com/2010/11/23/the-fp-top-100-global-thinkers-5/>

OUR HISTORY

ECES Strategic Planning 2020-2023 the Management Board and Management Unit of ECES. The Strategic & Advisory Committee gathers senior international professionals to provide guidance and support to ECES strategies and further expand its scope and to the existing projects.

In January 2021, five new members were appointed, namely:

- **Filiberto Sebregondi**, a former senior EU official who also served as EU Ambassador in Ghana, Togo and Tanzania, who has assume the role of Vice President of the Committee.
- **Piero Scarpellini**, an Italian national, who is currently Special Attorney for International Affairs at the Pragmata Institute for International Development in the Republic of San Marino who will assume the role of Secretary of the Committee;
- **Erastus J.O. Mwencha**, Chair of the ACBF Executive Board, the Kenyan national was previously Deputy Chairperson of the African Union Commission where he was actively involved in the development of Africa's long-term vision of Agenda 2063.
- **Samar Al Haj Hasan**, a former Jordanian politician, who is currently a member of the national advisory team to combat political violence against women and member of the regional advisory team for women equality mechanisms and women empowerment.
- **Didier de Jaeger**, Belgian entrepreneur with over 25 years of experience in strategic and digital communication, Didier De Jaeger is currently CEO and Director of Altavia Europe, a communications agency specialising in retail with a presence in all European countries, Asia, Africa and North America.
- **Maria Elena Valenciano Martinez-Orozco**, former MEP, Spanish politician of the Spanish Socialist Workers' Party, Elena Valenciano is part of the Party of European Socialists.

“Our strengths lie in the deep knowledge of electoral matters coupled with extensive comparative experiences in project management but also and foremost in the passion and commitment we put in our work to support electoral processes worldwide. We are convinced 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 democratisation via partnerships with the EU and its Member States, peer exchanges and south-south collaboration.”

Fabio Bargiacchi

“My dream is that elections become a celebration of democracy everywhere and especially in Africa, where often they are a drama. At the end of each election organised in a credible, transparent and cost-effective manner, all parties and candidates should accept the results and the choice of the electorate. Those who lose the elections should play their watchdog role over the Government and prepare to challenge the majority for the next elections following the rules of democracy rather than through violence.”

Abbot Apollinaire Malu Malu

FACTS & FIGURES



OUR VISION, MISSION & QUALITY POLICY

VISION

To be the reference European organisation to implement electoral support projects in line with the values and policies of the European Union and its Member states in the context of their development cooperation with their partner countries. **ECES strives to support the partner countries of the EU and of its Member States to organise their electoral processes in a credible and transparent manner as the best contribution to prevent electoral conflicts and to promote stability toward inclusiveness and fair societies.**

MISSION

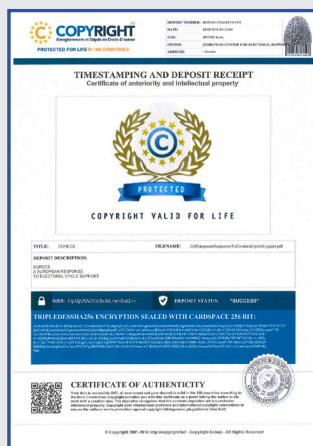
We are a not for profit foundation that works de facto as an association of electoral and EU project management experts **implementing electoral support activities via copyrighted tools and methodologies resumed in our strategy called “A European Response to Electoral Cycle Support - EURECS”.**

QUALITY POLICY

We are fully committed to the continuous improvement in the quality of ECES and our activities in implementing our EURECS copyrighted strategy. All the personnel working at ECES are aware of their crucial contribution to the achievement of our objectives through compliance with the necessary process, service, legal and regulatory requirements, always taking into consideration the needs of our donors and beneficiaries. **We will continue to aim for the highest standards of professionalism in our operations and will work to ensure the satisfaction of our personnel, partners, donors and beneficiaries worldwide.**

OUR COPYRIGHTED STRATEGY & TOOLS

ECES has crafted and copyrighted its strategy called **“A European Response to Electoral Cycle Support - EURECS”**.



EURECS Copyright

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

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

When applicable with the terms of references/scope of a new project, the narrative section of the project application includes these methodologies, which are further detailed below.

In May 2020, in light of the global coronavirus pandemic, ECES launched and copyrighted **INNOV-ELECTIONS**, a hybrid approach to training delivery based on the comparative experience of ECES experts and partners in the field, further enhancing the contextualisation of the training programmes to the local realities.

INNOV-ELECTIONS is built around the following three main areas:

1. Optimise the COVID-19 confinement by enhancing the potential of electoral stakeholders;
2. Enhance young and women's roles and participation in the management of elections;
3. Enhance electoral stakeholders' leadership, conflict and quality management capacities.



Innov-Elections Copyright

It provides an effective response to the challenges brought by the pandemic through three main tools:

1. Live webinars and WebEx classes delivered remotely on every steps of the electoral cycle as per the subject mentioned above;
2. ECES copyrighted trainings on Leadership and Conflict Management for Electoral Stakeholders (LEAD) and on Leadership and Quality Management for Electoral Stakeholders (LEAD-Q); and

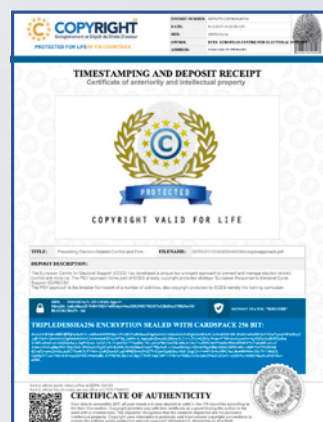
OUR COPYRIGHTED STRATEGY & TOOLS

- Through a partnership with the Sant'Anna School of Advanced Studies (SSSA), the Online Master in Election and Public Administration (MEPA) or some of its individual 19 modules.

These tools are supplemented by close contextualised online capacitation to the beneficiaries to ensure the maximum possible benefit within the beneficiaries' different contexts.

LEAD: Leadership and Conflict Management Skills for Electoral Stakeholders training, copyrighted by ECES, is the result of the partnership between ECES and the Center for Creative Leadership - Leadership Beyond Boundaries (CCL-LBB)¹¹. The training explores ways through which representatives of electoral stakeholders (namely representatives of electoral management bodies - EMBs, non-governmental organisations, political parties, academics and practitioners) can improve their leadership skills and adopt means to prevent and/or mitigate the escalation of electoral violence and conflict throughout the electoral cycle.

PEV: The copyrighted **Prevention of Electoral Violence** approach is part of the ECES' strategy EURECS. The PEV methodology includes a series of activities aimed at operationalising a conflict prevention mechanism by setting up an early warning and rapid response tool based on a capacity-building programme for the actors involved in preventing/reducing tensions. As such, the central activity in the PEV approach entails putting in place the early warning and rapid response mechanism by using national CSOs, and other non-state actors, such as youth and women groups, among others. These therefore compose a network of "whistle-blowers" (focal points) and initiators of dialogue and conflict-resolution and peacebuilding initiatives.



PEV Copyright



EPEA Copyright

EPEA: Electoral & Political Economy

Analysis methodology copyrighted by ECES uses the Political Economy Analysis, which studies the interaction of political and economic processes in society, distribution of power and wealth between different groups and individuals, as well as processes that create, sustain and transform those relationships over time. The EPEA analysis recognises the complexity of electoral processes and the number of factors influencing it, which go beyond election administration, free and fair competition of candidates and observance of the right to vote. The role and impact of socio-economic factors in electoral processes have been recognised in the research of electoral integrity and political stability. EPEA serves as a tool for systematic monitoring.

ESTA: The **Electoral Security Threat Assessment** is a methodology copyrighted by ECES. It is the projects' stakeholders' mapping activity, which seeks to monitor lurking localised conflicts or external threats from border areas and more. The ESTA is a constant security mapping that also seeks to engage on non-committal terms with the "supply side" of the security sector, including various national institutions in charge of ensuring the security of the country. Through ESTA, monthly reports are produced and shared with project beneficiaries, using the heat

OUR COPYRIGHTED STRATEGY & TOOLS

map as well as the interrelationship diagram to add details pertaining to identified threats; it entails frequent monitoring of shifts in positions, among other aspects. The ESTA generates a hot-spot map and allows for mapping conflicts that are not bound to a geographical area; it also allows for the monitoring of triggers in the electoral political process mindful of escalation points.



*Implementing EURECS
Standard Operating Procedures*

SOPs: The **Standards Operating Procedures** form an integrated document providing detailed step-by-step guidance on the implementation of EURECS at each phase of the electoral cycle. The SOPs provide an ample description of processes and procedures to be followed in order to implement EURECS in line with international standards and regulations of sound project cycle management using donor funds. Providing practical guidance to all ECES experts who will implement activities, this document is a relevant informational reading for ECES experts, donors, evaluators and auditors, to follow all parts of the project cycle.

CV Guidelines: **Communication and Visibility Guidelines** offer a 360-degree picture of the current communication and media landscape. They cover

everything from audience understanding to social media analytics, taking better pictures to writing better words, banner design to logo design, copyright to search engine optimisation. These guidelines are drafted for our personnel but also for our donors, projects' beneficiaries and other electoral stakeholders as they demonstrate the importance ECES attaches to this aspect of project communication. It also indicates the organisation's full abidance by contractual conditions with its donors.



*Communication and Visibility
Guidelines*



ECES Team at PEV-SADC Seminar, Brussels - Belgium

OUR KEY ACTIVITIES

Within the context of its work, **ECES is specialised in effective handling of the very complex and delicate set of interactions among the electoral management bodies, multilateral and bilateral development agencies, governments, CSOs, political parties, and providers of electoral material and services.** The proper management of this set of relationships requires specific skills that ECES has developed, going well beyond technical advice. This is achieved by implementing the following set of activities:

- **Management of basket funds (EU and other donors):** through the adoption of transparent management procedures in line with “best practices” of the sector, ECES is able to maximise the coherence and the complementarity of external contributions to the electoral processes in view to avoid duplication of efforts, ensure the full coverage of all aspects of the process as well as the best “value for money”. ECES also adapts its procedures to the management of basket funds - whose use is monitored by regular audits - in accordance with the specific donors’ requirements.
- **Political dialogue:** strengthening and consolidating electoral stakeholders’ commitments and adherence to common and shared democratic values. This activity, which is particularly relevant in contexts characterised by fragile institutional settings and by the risk of instability and electoral violence, can take the form of a Panel of the Wise, which consists of a dialogue among eminent and respected personalities aimed at identifying common and shared solutions to disputes;



Fabio Bargiacchi & Volker Timmerman, the Deputy Head of Mission of the Embassy of Germany in Brussels, signing of PEV-EDI (Nigeria) contract in Brussels, Belgium



Fabio Bargiacchi on behalf of ECES with Chairperson of the IEC, Glen Mashinini and Deputy Secretary General of the European Union External Action Services (EEAS), Christian Leffler signed a grant for a project to prevent, mitigate and manage election-related conflict and potential violence in South Africa.

- **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 experts who can advise and support the panel. The panels are meant to engage in structured political dialogue on various levels, to eventually be linked and constitute a broad platform to which an extended group of key players can plug into. In this context, ECES can prepare the secretariat for various local panels and provide inputs and guidance as needed in case an electoral crisis emerges.

- **Link existing peace-building projects to early warning mechanisms:** this activity seeks to tap into already ongoing local initiatives along these lines that need strengthened coordination to enhance effectiveness. Information generated from media

reporting and research taken together with complimentary undertakings is fed into an early warning network in which ideally is a broad range of stakeholders monitor and report on

OUR KEY ACTIVITIES

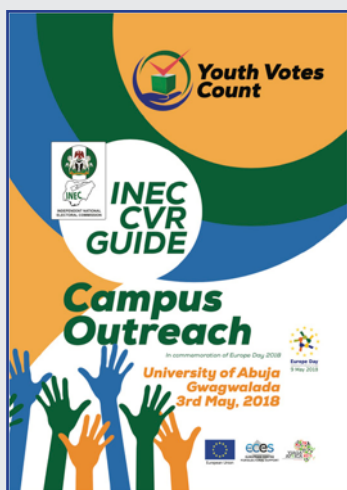
potential escalation of violent conflict and flashpoint areas. Early warning mechanisms may be further enhanced by putting in place a “situation room”. The situation room could be virtual and kept in a dedicated web-space hosted by a secured website, complemented by physical meetings at specific points in time for real-time and multi-stakeholder analysis of the conflict data.

- **Religious networks and association mapping and inter- and intra-faith dialogue, with potential to counteract extremism and radicalisation:** inter-and intra-faith dialogue has the potential to deal effectively with political and electoral challenges, and contribute to the progress of democratisation and peaceful conduct of elections in ways that will give meaning and direction to followers of different faiths, anchored in religious guidance. In this context, pro-peace messages can be conveyed through education, public information and religious media. Intra-faith dialogue is meant to explore ways how to bridge potential divides between the direction of moderate groups and new emerging groups especially youth groups.
 - **Confidence-building dialogue initiatives (regional, national and community level):** such activities can contribute to strengthening and consolidating a wide range of electoral stakeholders’ commitments and adherence to common and shared democratic values. Dialogue initiatives, which are particularly relevant in contexts characterised by fragile institutional settings and by the risk of instability and electoral violence, can take different forms which range from local-grassroots and community level to national, regional and international initiatives;
- 
- Participant discussion on LEAD Training*
- **Advisory support:** provision of specific, high quality, flexible and customisable electoral expertise in view to develop appropriate and effective answers to the needs of national authorities and electoral stakeholders;
 - **Innov-Elections:** hybrid approach to training delivery through a flexible menu of training curricula, coupled with remote solutions to mitigate the challenges imposed by the coronavirus pandemic;
 - **Logistics and operational support:** evaluation of the strengths and weaknesses of the logistic and operational electoral chain is a require for improvement in terms of effectiveness, timing, cost, sustainability, while providing support to logistic operations (inventory, electoral kit, deployment and storage of electoral material, etc.).
 - **Media monitoring and institutional communication:** media monitoring, which consists of observing media contents using quantitative and qualitative analysis in the long run, is essential to evaluate the media coverage of the electoral process, pluralism and citizens’ perception of the Electoral Management Bodies (EMB) and the electoral process. Due to the analysis on the perceptions of the EMB, the institution can count on reliable data to develop appropriate answers and reactions to orient strategically its institutional communication, thus strengthening the overall credibility of the EMB. Institutional communication activities

OUR KEY ACTIVITIES

also contribute to the improvement of EMB visibility through a number of means of communication such as information sheet, brochures, website, social networks, etc;

- **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;
- **Support EMBs to enhance their capacity to manage donors' funds including reporting and procedures and expending evaluation:** fully in accordance with the Paris Declaration on Aid Effectiveness and the Busan Partnership, ECES, while ensuring the transparency and traceability of funds' usage, support beneficiaries to become fully autonomous in managing financial contributions. Such support aims at strengthening the professionalism of beneficiaries and make them eligible for receiving and managing external contributions using their own reporting and evaluation procedures.
- **Development of innovative information and communication technologies (ICTs), user-friendly solutions and applications adapted to electoral support:** technology can be a strategic asset for supporting electoral assistance related activities. In this regard, ECES developed a set of digital instruments such as the Electoral Translator, which allows access to an accurate translation of electoral terminology, interactive resource management software as well as transparent and reliable systems for the transmission of election results.



- **Implementation of civic-voter education campaigns:** ECES designs and implements civic and voter education activities for different electoral stakeholders, particularly for electoral management bodies and CSOs. 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.

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

advice and support to the implementation of solutions for securing ballot papers;

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

OUR KEY ACTIVITIES

- **Production of visibility plan:** ECES for each and every single project produces visibility plan according to the rules and regulations of each donor, which is submitted to approval before it is implemented. This includes design and publishing of dedicated websites and social network activities.



CAPACITY DEVELOPMENT

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

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

ECES and/or ECES personnel are also individually contracted to contribute to training programmes, funded and implemented by other organisations in the framework of their projects. Within the trainings covering the electoral cycle offered by ECES, notably the training programmes of LEAD, Effective Electoral Assistance, BRIDGE and Election Observation, from February 2012 until May 2017, more than 15,000 persons have been trained.

INNOV-ELECTIONS



Innov-Elections is the tool drafted and copyrighted by ECES in response to the global coronavirus pandemic, in order to continue **delivering electoral assistance activities** based on the comparative experience of ECES experts and partners in the field, further enhancing the contextualisation of the

training programmes to the local realities affected by the COVID-19 crisis.

Officially launched on 15 December 2020 as part of the announcement by the Italian Ministry of Foreign Affairs and International Cooperation of its **“Partnership with Africa”** policy document, the Innov-Elections project was developed in collaboration with the Sant’Anna School of Advanced Studies of Pisa (SSSA) and implemented with the United Nations Institute for Training and Research (UNITAR).

Innov-Elections is built around the following three main areas:

- Optimise the COVID-19 confinement by enhancing the potential of electoral stakeholders;
- Boost youth and women’s roles and participation in the management of elections;
- Enhance electoral stakeholders’ leadership, conflict and quality management capacities.

The project provides an effective response to the challenges posed by the pandemic through three main tools:

CAPACITY DEVELOPMENT

- Live webinars and WebEx classes delivered remotely on every steps of the electoral cycle as per the subject mentioned above;
- ECES copyrighted trainings on Leadership and Conflict Management for Electoral Stakeholders (LEAD) and on Leadership and Quality Management for Electoral Stakeholders (LEAD-Q); and
- Through a partnership with the Sant'Anna School of Advanced Studies (SSSA), the Online Master in Election and Public Administration (MEPA) or some of its individual 19 modules.

These tools are supplemented by close contextualised online capacitation to the beneficiaries to ensure the maximum possible benefit within the beneficiaries' different contexts.

MASTER IN ELECTORAL POLICY AND ADMINISTRATION (MEPA)

In January 2018, ECES and Sant'Anna School of Advanced Studies (SSSA)¹² signed a Memorandum of Understanding to establish a framework of collaboration aimed to:

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



The ECES-SSSA collaboration will mainly allow mid-upper electoral professionals, practitioners and other interested electoral stakeholders to enrol and attend the online Master on Electoral Policy and Administration (MEPA)¹³ or any of the 19 individual modules of MEPA, and which are based on the electoral cycle approach. The collaboration between ECES and SSSA will result in the update and upgrade of MEPA's contents, including the customisation of modules as per identified needs. This includes the ongoing translation of MEPA curriculum into Arabic, French, Portuguese and Spanish.



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

developed by the United Nations Institute for Training and Research.

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

¹² <https://www.santannapisa.it/en>

¹³ <https://www.santannapisa.it/en/mepa-description>

CAPACITY DEVELOPMENT

completion of the Master programme. Two to four academic credits are awarded for individual modules.

The main educational goals of the MEPA are as follows:

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

Taking into account ECES' operational experience and lessons learned from having implemented more than 90 contracts in support to democracy and electoral processes in over 50 different countries in the last 10 years, ECES contributes to MEPA through the provision of content, in order to further ensure the relevance of the curriculum to practitioners' needs when it comes to electoral assistance. ECES also facilitates the contribution of high-level experts and practitioners from around the world to this programme.

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

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

LEADERSHIP AND CONFLICT MANAGEMENT SKILLS FOR ELECTORAL STAKEHOLDERS



The innovative Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD)¹⁴ training is the result of the long-standing partnership between ECES and the Center for Creative Leadership - Leadership Beyond Boundaries (CCL-LBB). In particular, building on his vast experience in the electoral assistance field, Fabio Bargiacchi, ECES' Executive Director, while attending the CCL's "Leadership Development Program" in San Diego in August 2009, identified the need for capacity-building training to enhance capacities in the crossroads between leadership and conflict management.

The overall objective of this five-day workshop is to look into ways in which representatives of electoral stakeholders, namely representatives of EMBs, non-Governmental Organisations (NGOs), political parties, academics and practitioners can improve their leadership skills and take on board means for preventing and/or mitigating the escalation of electoral violence and conflict throughout the respective electoral cycle.

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

¹⁴ <http://www.eces.eu/lead-training>

CAPACITY DEVELOPMENT



LEAD Training activity

thus guarantee its sustainability.

LEAD uses adult education techniques with a value-based approach. Instead of relying on conventional teaching methods such as lecturing, LEAD is activity-based and focuses on practical problem solving of the real-time challenges that electoral stakeholders are faced with. It also makes wide use of the specific experiences, knowledge and exchanges among the electoral stakeholders participating. The methodology reflects the case that participants are faced with, hence training sessions that are

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

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

ISO TRAINING AND CERTIFICATION PROCESS

Beginning in 2007 and based on the requests of its Member States, the Organization of American States (OAS)¹⁵ began providing technical accompaniment to those countries that requested it through the implementation of quality management and certification systems following the 9001 norms of the International Standardisation Organisation (ISO)¹⁶.

In February 2014, ISO Technical Specifications for Quality Management Systems for Electoral Organisations was published (ISO/TS 17582:2014) and designed for use by electoral bodies to focus on the quality of its services vis a vis of all electoral stakeholders. ISO/TS 17582:2014 involves eight key electoral processes: 1) voter registration; 2) registration of political organisations and candidates; 3) electoral logistics; 4) vote casting, 5) vote counting and declaration of results; 6) electoral education; 7) oversight of campaign financing; 8) resolution of electoral disputes. Within the framework of **EU Support to Jordanian Democratic Institutions and Development EU-JDID**, the Independent Election Commission of Jordan (IEC Jordan) is the first Arab EMB to be ISO certified. With the support of ECES experts and in country staff,

¹⁵ www.oas.org

¹⁶ www.iso.org

CAPACITY DEVELOPMENT

the IEC Jordan became the first EMB in the Arab EMB in the MENA region to hold the ISO certificates in ISO/TS 17582:2014 standard, following the capacity development programs that were developed in place to support the certification process and ensure the enhance the EMB's staff capacity in quality management and the implemtnation of the standard.

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

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

In May 2015, the OAS established the International Electoral Accreditation Body (IEAB) whose mission is to promote transparency and quality in elections by supporting the certification of election management bodies against international electoral standards. The ultimate objective of the IEAB is to guarantee the integrity of the certification process with the ISO/TS 17582:2014 by ensuring that standard criteria are used in certification assessments and that "Lead Assessors and Auditors" possess the requisite knowledge and abilities to carry out assessments, and to ensure that certification decisions are the product of consensus. In this context, ECES, OAS and IEAB are collaborating to spread the knowledge and comprehension of ISO/TS 17582:2014 and the IEAB Assessment Methodology and to support the certification processes for interested EMBs in Africa, the Middle East and other regions or countries where ECES implements activities and projects. The majority of ECES' senior staff have been trained by IEAB, thus enabling ECES to support and accompany electoral management bodies in their certification process.



EFFECTIVE ELECTORAL ASSISTANCE



ISPI Advanced Diploma on Effective Electoral Assistance

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

CAPACITY DEVELOPMENT

Given the many years of experience that ECES experts have in strategic, operational and contingency planning to ensure the smooth running of electoral processes, the Effective Electoral Assistance training course offers a comprehensive overview of lessons learned along the way. By relying on the 'electoral cycle approach', the course further provides a valuable insight into the guiding principles currently under discussion within the international community. The training programme in Effective Electoral Assistance has been developed to maximize the learning outcomes using interactive and participatory learning techniques for adults. The course is adapted to electoral administration and electoral support. Elections have in fact been widely accepted as an essential part of democratic processes to the point that an effective management of the electoral process is considered crucial for fostering democracy and preventing the outbreak or recurrence of conflict and violence.

BUILDING RESOURCES IN DEMOCRACY, GOVERNANCE AND ELECTIONS - 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.

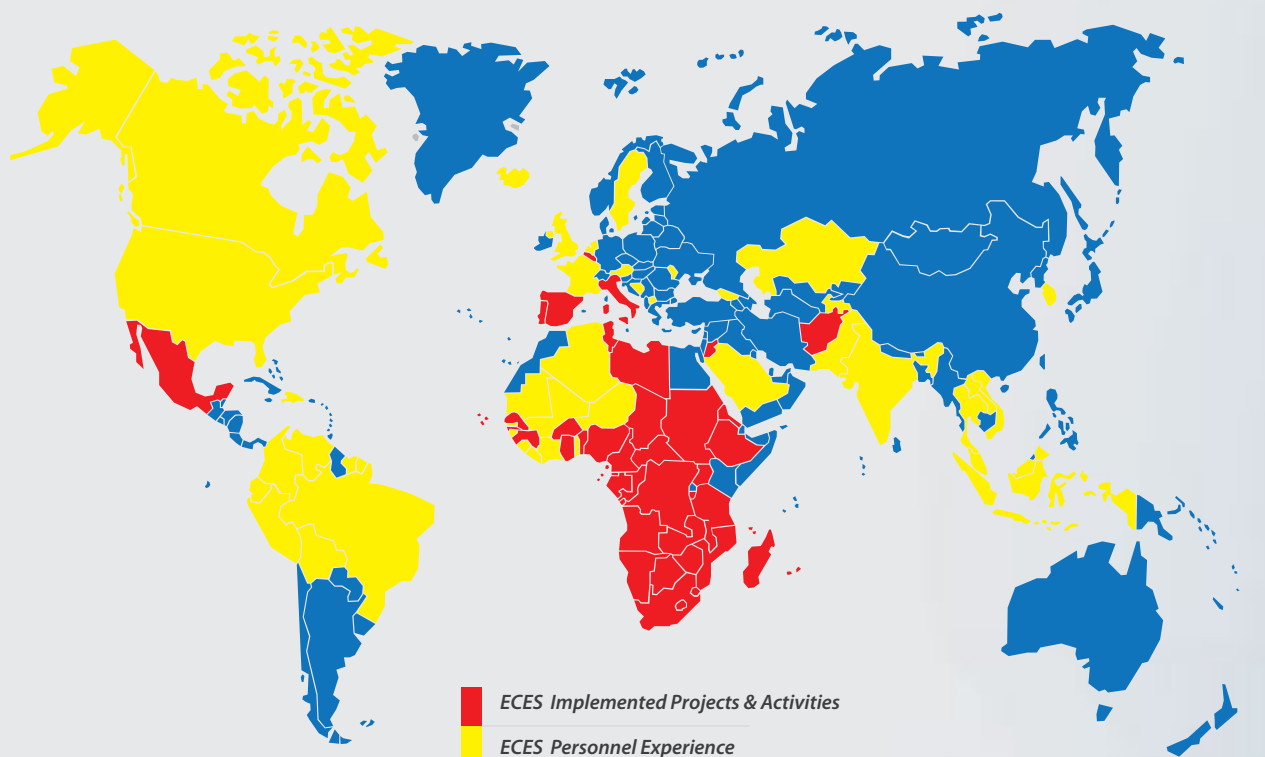


BRIDGE has four main objectives:

- 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 CSOs in monitoring the performance of the Election Management System body (EMS) and other elected institutions.

WHERE WE WORK



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

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

Madagascar
 Malawi
 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 cooperates with several donor organisations in order to fund activities **whereby the European Union, Member States of the European Union and Germany been the most predominant donors thus far**. Overall, ECES has collaborated with, and been funded by, more than 20 different donors. Below is a presentation of some of ECES' most notable projects, while a comprehensive list of all projects is available on www.eces.eu/projects.

INNOV-ELECTIONS



Innov-Elections is the tool drafted and copyrighted by ECES in response to the global coronavirus pandemic, in order to continue **delivering electoral assistance activities** based on the comparative experience of ECES experts and partners in the field, further enhancing the contextualisation of the training

programmes to the local realities affected by the COVID-19 crisis. Officially launched on 15 December 2020 as part of the announcement by the Italian Ministry of Foreign Affairs and International Cooperation of its **“Partnership with Africa”** policy document, the Innov-Elections project was developed in collaboration with the Sant’Anna School of Advanced Studies of Pisa (SSSA) and implemented with the United Nations Institute for Training and Research (UNITAR).

Innov-Elections is built around the following three main areas:

- Optimise the COVID-19 confinement by enhancing the potential of electoral stakeholders;
- Boost youth and women’s roles and participation in the management of elections;
- Enhance electoral stakeholders’ leadership, conflict and quality management capacities.

Divided into two main phases, Innov-Elections will target 11 African countries and several regional organisations.

Phase I: National Level

The selected countries have been identified as priorities for the Italian Cooperation in Africa:

1. Burkina Faso
2. Senegal
3. Niger
4. Ethiopia
5. Kenya
6. Somalia
7. Sudan
8. South Sudan
9. Mozambique
10. Niger
11. Nigeria
12. Mali

OUR MAIN PROJECTS

Phase II: Regional Level

The selected African regional and sub-regional organisations and secretariats of networks of Electoral Management Bodies in Africa include:

- The Community of Sahel-Saharan States (CEN-SAD)
- The ECOWAS Network of Electoral Commissions (ECONEC), RESAO in French and Portuguese)
- The Electoral Commissions Forum of SADC countries (ECF-SADC)
- The Election Observation and Assistance Unit of the Economic Community of Central African States (ECCAS)
- The Election Observation and Assistance of the East African Community (EAC).

EURECS ETHIOPIA (EUROPEAN RESPONSE TO ELECTORAL CYCLE SUPPORT IN ETHIOPIA)¹⁷



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

June 1st, 2019), both led by ECES. Both projects are based on identification and formulation missions carried out by ECES in December 2018 and subsequent sustained presence of ECES' personnel in Ethiopia. In light of the ongoing reform process in Ethiopia –initiated with the appointment of Prime Minister Dr. Abiy Ahmed in April 2018, it is paramount that the election board is adequately equipped to perform its core mandate of delivering credible elections while working to ensure sustainability of democratic gains beyond this action and forthcoming electoral cycles. With this overarching objective in mind, the NEBE is the main beneficiary of the EURECS project activities, implemented by ECES and its partners based in Ethiopia for over a decade, the Forum of Federations (FoF) and GOInnovation. Not only will the project provide capacity building and institutional support to NEBE, but it will also offer an opportunity for on-the-job training for key NEBE staff by jointly planning, implementing, and evaluating activities foreseen within this project.

PEV- ETHIOPIA (PREVENTION, MITIGATION AND MANAGEMENT OF ELECTION-RELATED CONFLICTS AND POTENTIAL VIOLENCE)¹⁸

The project seeks to establish a coalition of like-minded non-state actors (NSAs) to form a stronger voice in political and electoral processes in Ethiopia. The NSA coalition established under the project is capacitated and closely assisted in carrying out activities that cumulatively contribute to the prevention, mitigation and management of election related conflicts and potential violence in the run up to, and following, the scheduled 2020 elections. The action seeks to fill a void created in the country over the last decades by using the 2020 elections

¹⁷ <http://democracy-support.eu/eurecs>

¹⁸ <http://democracy-support.eu/pev>

OUR MAIN PROJECTS



as the platform where newly acquired skills can be tested. In light of the reform process and opened space for NSAs, it is essential that these actors receive substantial support to make a meaningful contribution allowing for self-sufficiency beyond this action and following the 2020 electoral cycle. The action recognises the unrivalled impact that a coordinated and targeted NSA coalition may have. Therefore, the NSA coalition will be the main delivery mechanism through which the project will implement activities, closely assisted by project lead, ECES, and associates. As such, the NSA coalition will therefore not only receive capacity building and institutional support but also on-the-job training by planning, implementing and evaluating activities foreseen within this project.

This action is built around seven interconnected result areas, which follow:

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

PROSES (PROJECT IN SUPPORT OF ENHANCED SUSTAINABILITY AND ELECTORAL INTEGRITY IN AFGHANISTAN)¹⁹



The European Union funded Project in Support of Enhanced Sustainability and Electoral Integrity in Afghanistan was crafted as a response to the identified needs in the EU Exceptional Assistance Measure on Support to electoral institutions in Afghanistan. This 18-month project, worth 3.5 million Euros, is funded by the Instrument contributing to Stability and Peace (IcSP). The activities seek to support the Afghan electoral cycle, including the parliamentary and district elections of October 2018 and presidential and provincial elections of April 2019. The project addresses the persisting vulnerabilities of electoral integrity inherited from previous electoral cycles, using the EURECS strategy.

The project's objectives include:

- Electoral integrity vulnerability proactively identified and reduced through administrative planning and action;
- Increased capacity of electoral stakeholders to apply evidence-based and effective leadership approaches to the conduct of elections and to the adjudication of election

¹⁹ www.democracy-support.eu/afghanistan

OUR MAIN PROJECTS

disputes;

- Measures contributing to the accountability and inclusivity of political and electoral processes through the broad participation of relevant electoral stakeholders with specific emphasis on women.

ERMES III (EUROPEAN RESOURCE FOR MEDIATION SUPPORT III)²⁰



Since its beginning in 2014, ERMES has proven to be an extremely useful tool for the EU role in mediation and dialogue. This action aims to build on the successful experiences of the “ERMES I” and “ERMES II” and provide a tool for the EU to advance

its objectives and role in the field of mediation and dialogue. ERMES has been successful in meeting the need of providing experts in the context of changing timelines and under short notice, proving its great level of flexibility and responsiveness both in the selection and mobilisation of non-key experts as well as in providing various logistical and administrative support tasks.

The project will be implemented under the supervision of the Service for Foreign Policy Instruments (FPI), in close consultation with the European External Action Service's Mediation Support Team situated within the Division for Prevention of Conflicts, Rule of Law and SSR, Integrated Approach, Stabilisation and Mediation (PRISM), which ensure the political steer. The individual assignments to be implemented will be managed and coordinated together with the relevant Services and Geographic Units within the EEAS and the European Commission, as well as with EU Delegations.

PEV-RSA (PROJECT IN SUPPORT OF THE PREVENTION, MITIGATION AND MANAGE ELECTION-RELATED CONFLICT AND POTENTIAL VIOLENCE IN SOUTH AFRICA)²¹



The EU-funded project to Prevent, Mitigate and Manage Election-Related Conflict and Potential Violence in South Africa was developed in collaboration with the Independent Electoral Commission of South Africa (IEC). The 24 month project includes activities to support the prevention, mitigation and management of election-related conflicts and potential violence that may arise prior to, during and after the

2019 general elections at the national and provincial levels.

The objectives of the project are geared towards:

- Enhancing leadership and conflict management capacities among key players, such as the coordinators and volunteers of the provincial conflict mediation panels;
- Reviving existing peace infrastructures and connect their work to the province conflict mediation panels by providing secretariat services i.e. coordination, inclusion in capacity building and institutional support;
- Supporting regional/international peer exchange meant to bridge the IEC with EMBs in

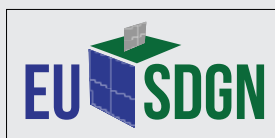
²⁰ <http://www.eces.eu/posts/ermes-european-resources-for-mediation-support>

²¹ www.democracy-support.eu/southafrica

OUR MAIN PROJECTS

other countries to share best practices pertaining to conflict prevention and management.

EU SDGN (EU SUPPORT TO DEMOCRATIC GOVERNANCE IN NIGERIA - SUPPORT TO INEC)²²



The project Support to Independent National Electoral Commission of Nigeria aims to complement the efforts of the government to improve and strengthen democracy, especially with regards to the 2019 general elections. It was designed in cooperation with all relevant stakeholders in Nigeria, taking into account the findings and recommendations of the latest EU EOMas well as INEC internal review and report on the 2015 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-SDGN 2016 – 2020 Project, which is part of a broader EU programme in Nigeria composed of the following five components: Support to INEC; Support to the National Assembly; Support to Political Parties; Support to Media; and Support to CSOs.

The project, based on the EURECS strategy, contributes to the reinforcement of democracy in Nigeria through building strong, effective and legitimate democratic institutions. In particular, it aims to:

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

EU-JDID (EU SUPPORT TO JORDANIAN DEMOCRATIC INSTITUTIONS & DEVELOPMENT)²³



ECES is the leader of the European not for profit organisations consortium implementing n of the programme “EU Support to Jordanian Democratic Institutions & Development”, funded by the EU. The consortium is comprised of: 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 four years, is crafted to comply with EU priorities and methodology for democracy and electoral support and is based on the EURECS Strategy. The overall objective of the action is to support Jordan's reform process towards the consolidation of democracy and promote inclusiveness of national policy- and decision-making processes, including women and youth, leading to a stronger democratic and tolerant political culture. In particular, the project aims to:

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

²² www.democracy-support.eu/nigeria

²³ www.democracy-support.eu/jordan

OUR MAIN PROJECTS

- Support the political party system in contributing to democratic governance and policy making.

The main beneficiaries of the project are the HoR, the IEC, the Judiciary, the Ministry of Political and Parliamentary Affairs, political parties, women and youth in leadership positions, media houses and their owners/journalists involved in democracy and political reporting.

PACTE III COMOROS (PROJECT IN SUPPORT OF THE CREDIBILITY AND THE TRANSPARENCY OF THE ELECTIONS IN COMOROS)²⁴



The Swiss Embassy in Madagascar, Comoros and Seychelles granted financial support to ECES to strengthen the political participation of women in the Union of Comoros. Indeed, the level of female participation in the Comorian political arena remains low and, female candidates are relatively few. Following the last electoral cycle (2015 – 2016), the country was ranked last among all African Union countries on this matter. In this context, the financial support of the Swiss Embassy provided a direct support to the

National Commission of Gender and contributed to the continuity of ECES strategy to promote the participation of women in public life in the Union of Comoros, supported during the last years through the projects PACTE I, PACTE II and PACTE III.

This project aimed to support the production and dissemination of the historical memory of women's political participation in the Union of Comoros, with the aim of inspiring students, especially female students, and encouraging them to take an active part in public life. In particular, it enabled the production and the publication of a book compiling interviews with 12 Comorian women who have significantly influenced the political landscape of the country and beyond. Awareness tools were also produced, especially for young people. Awareness raising materials were used during a nation-wide tour in the high schools of the sixteen prefectures of the country. This initiative involved women who shared their experiences in the book.

PEV MADAGASCAR (PREVENTING ELECTORAL VIOLENCE IN MADAGASCAR)²⁵



This project, financed by the EU Instrument contributing to Stability and Peace, is based on the lessons learned from the projects led by ECES in the region, and is aimed at consolidating the achievements and establishing continuity of the projects implemented by ECES in Madagascar since 2013. PEV Madagascar aims to create a peaceful climate to inspire trust in the democratic process, while promoting dialogue and collaboration amongst various electoral

stakeholders. Consolidating peace and stability requires the establishment of a solid framework for dialogue at all levels of Malagasy society. To this effect, ECES collaborates with electoral administrators, elected officials, CSOs, media organisations, youth and women networks, religious leaders and security forces.

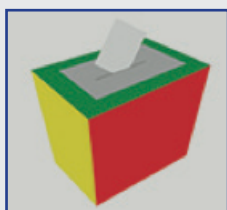
The global objective of this action is to contribute to prevention of electoral conflict and possible

²⁴ www.pacte-comores.eu
²⁵ www.pevmadagascar.eu

OUR MAIN PROJECTS

violence and to support civil society and other key actors in promoting a peaceful and inclusive electoral process. The project seeks to achieve this goal by reinforcing the mediation capacities of civil society and other key electoral stakeholders through dialogue and collaboration in electoral conflict and violence prevention. In this context, PEV-Madagascar aims to establish a conflict prevention mechanism as an early warning and rapid response tools. The project also aims to promote dialogue initiatives among the civil society, the electoral administration and security forces in order to support mutual trust and understanding. As quality and objective information is a key tool in promoting tolerance and peace, PEV Madagascar supports conflict-sensitive journalism and media monitoring.

PAPE SENEGAL (PROJECT IN SUPPORT TO THE ELECTORAL PROCESS IN THE REPUBLIC OF SENEGAL)²⁶



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

reforms adopted through the referendum of March 20th, 2016 and to consolidate democracy at large.

The specific objectives of the project are to:

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

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

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

In December 2020, the 5th extension of the project was officially signed, demonstrating Germany's high level of trust in ECES and its unique role as a reference organization in terms of electoral support, in line with the values and policies of the EU and its Member States in development cooperation with partner countries.

OUR MAIN PROJECTS

PACTE – BF (PROJECT IN SUPPORT OF THE CREDIBILITY AND THE TRANSPARENCY OF THE ELECTIONS IN BURKINA FASO)²⁷



The project PACTE-BF was launched in May 2015 and ran for 18 months as a multi-donor basket with financial contributions from the EU, the Kingdom of Denmark, the Federal Republic of Germany, the Republic of Austria, the Grand Duchy of Luxembourg and the French Republic. PACTE-BF also benefited from the financial contribution from the Canadian Fund for Local Initiative of the Ministry of Foreign Affairs,

Cooperation and Development of Canada.

Implemented by ECES in partnership with the Osservatorio di Pavia, PACTE-BF was designed to align to the different needs expressed by the Independent National Electoral Commission (INEC) and to support the institution in the implementation of its mission, notably in the organisation of the presidential and legislative elections of 2015 and municipal elections of 2016.

The overall objective of PACTE-BF was to contribute to the organisation of credible, transparent and peaceful elections in Burkina Faso by providing technical and operational support to the INEC and its local branches. During the course of the project, activities were geared towards strengthening the capacities of the INEC

EODS II (ELECTORAL OBSERVATION AND DEMOCRACY SUPPORT)²⁸



ECES is a member of the consortium that implements the Electoral Observation Democracy Support project, which 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, the project seeks to strengthen the election observation capacity

and methodology of regional organisations and networks.

Among others, the main activities of the EODS II project include:

- Further developing methodological and training tools;
- Addressing new challenges for EU EOM methodology;
- Carrying out studies/research on election topics and methodological issues.

EODS II ensures targeted briefings for EU EOMs Core Teams, potential Chief Observers (COs) and EU Delegation Officers. It also provides support/advice mechanism to EU EOMs. Furthermore, the project offers assistance on the communication, outreach and visibility strategy for EU EOMs and ensures 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

²⁷ www.pacte-burkinafaso.eu

²⁸ www.eods.eu

OUR MAIN PROJECTS

consolidated experience in the electoral field; therefore, they ensure a complementary pool of know-how for a holistic and multifaceted project implementation.

SUPPORT TO THE OF NATIONAL ELECTION OBSERVATION AND DEMOCRATIC ADVOCACY IN GABON²⁹



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 implements activities to support electoral observation through the development of a methodology inspired from regional and international best practices and supports capacity building with regards to democratic advocacy. Capacity building activities are focused on the monitoring of the electoral cycle (implementation of the recommendations and the consolidation of the lessons learned during the presidential elections of August 2016) and on facilitating the set-up of inclusive political dialogue at the national level.

Advocacy initiatives in favour of inclusive political dialogue aim to raise the awareness of national electoral and political actors with regards to:

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

PEV SADC (PREVENTING ELECTORAL VIOLENCE IN THE SADC)³⁰



Launched in February 2013, this ongoing project 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 CSOs across the SADC, which are also members of the regional SADC-ESN network.

The project is built on a two-tiered approach, which foresees a comprehensive capacity development scheme for civil society, EMBs and other electoral stakeholders on the one hand, and a research component meant to harvest first-hand data on election related violence and conflict that in turn will be fed into an Observatory. The Observatory of electoral violence, along with the research work and the awareness raising activities, contributes to preventing 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.

²⁹ <http://www.eces.eu/posts/project-in-gabon->
³⁰ www.pevsadc.eu

OUR MAIN PROJECTS

PACTE GUINEA I & II (PROGRAMME SUPPORTING CREDIBILITY AND TRANSPARENCY OF ELECTIONS IN GUINEA CONAKRY)³¹



Funded by the EU, PACTE-Guinea I aimed to contribute to the consolidation of democracy in the Republic of Guinea through the support of credible, transparent and peaceful elections and by strengthening the capacity of electoral stakeholders. With a duration of three months, the project targeted 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 by strengthening their capacity to act in a professional, methodical and non-partisan way;
- Support the inclusive and informed participation of the civil society by implementing civic education campaigns;
- Strengthen media monitoring systems and contribute to effective management of electoral disputes in view of reducing potential conflicts.

The project PACTE Guinea II, also funded by the EU, aimed at strengthening the capacities of the electoral stakeholders participating in Guinea's democratisation process and the capacities of the democratic institutions of the country. This project had the objective of further strengthening the results that have been already achieved by the first project PACTE-Guinea I. Started in December 2015, the project lasted 15 months. Expected results included capacity enhancement of national democratic institutions and the strengthening of media and civil society capacities in contributing to citizen information and conflict mitigation.

PARCAN GUINEA I & II (PROJECT IN SUPPORT OF THE STRENGTHENING OF THE CAPACITIES OF THE NATIONAL ASSEMBLY OF GUINEA)³²



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. 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.

An extension of PARCAN I, PARCAN II was also funded by the EU, with the aim of further consolidating the achievements of PARCAN, while continuing to reinforce the democratic

³¹ www.pacte-guinee.eu

³² www.eces.eu/posts/parcan-guinea

OUR MAIN PROJECTS

legitimacy in Guinea Conakry through the strengthening of the National Assembly's capacities. PARCAN II was launched in May 2015 and 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.

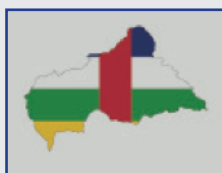
PACTE - MADAGASCAR (PROJECT IN SUPPORT OF THE CREDIBILITY AND THE TRANSPARENCY OF THE ELECTIONS IN MADAGASCAR)³³



PACTE Madagascar, a project entirely funded by the EU, was implemented over the course of 22 months in all 22 regions of Madagascar to support the organisation of the 2013 general elections. The project was designed to foster a more professional, impartial and systematic management of the Madagascar electoral process, through the strengthening of the capacities of national electoral stakeholders, such as 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 and Electoral Reform International Services. The activities benefited from the contributions of: Académie RFI-F24-MCD, Osservatorio di Pavia, and Comité National d'Observation des Elections – Education des Citoyens (KMF-CNOE) – an organisation involved in voter education and election observation. In order to consolidate the lessons learned and support CSOs in advocacy and lobby activities based on the recommendations they developed in view to support the implementation of post electoral reform, the project was extended for four additional months.

TECHNICAL ASSISTANCE TO THE NATIONAL AUTHORITY FOR ELECTIONS (NAE) IN CENTRAL AFRICAN REPUBLIC (CAR)³⁴



The project, entirely funded by the EU and implemented by ECES in partnership with IBF International Consulting, took place within the framework of the EU technical assistance project in support of the National Authority for Elections (NAE) in Central African Republic (CAR). Launched in June 2015, the project was implemented for 12 months. The overall objective of this project was to support CAR in its transition to democratic stability and

sustainable exit from a state of fragility. The specific objective of the project was 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 supported the NAE in strategic planning, particularly in regard to legal, regulatory, administrative and operational aspects of the electoral process. The project further aimed to develop a sustainable capacity strengthening scheme to the benefit of the NAE and other key electoral stakeholders. The project later supported the NAE during the post-election period.

33 www.pacte-madagascar.eu

34 <http://www.eces.eu/posts/technical-assistance-to-nae>

OUR MAIN PROJECTS

PROPEL (PROJECT IN SUPPORT OF A PEACEFUL AND INCLUSIVE ELECTORAL PROCESS IN ZANZIBAR)³⁵



The EU-funded PROPEL sought to support the implementation of a peaceful elections in 2015 on the island of Zanzibar by creating awareness among political leaders and other key electoral stakeholders of their role in reducing the potential for the outbreak of conflicts. Following the in-depth preparatory work and the earlier inception mission organised in June 2015, the 12-month project was signed on August 21st, 2015. The project was a specifically targeted intervention that sought to prevent the outbreak of conflict in Zanzibar during the time period leading to and immediately after the elections of 2015. The project aimed to contain the situation in Zanzibar and propel constructive democratic trends while supporting successful local peace initiatives. The project also aimed to set up mediation services on conflict prevention between political party leaders, state officials, religious leaders and non-state actors in Zanzibar. PROPEL also supported dialogue services in view to identify, support and implement national- and community level conflict mitigation and resolution processes. Furthermore, PROPEL contributed to awareness-raising and capacity building activities in support of political reconciliation and peaceful elections.

INCIPALS (CITIZEN INITIATIVE FOR CONSOLIDATION OF PEACE, LEADERSHIP AND STABILITY IN MADAGASCAR)³⁶



INCIPALS is an EU-funded project that built on the achievements of PACTE-Madagascar and aimed at further consolidating the achievements of the previous project. INCIPALS was signed in May 2015 and implemented for 12 months in the 22 regions of Madagascar. The target groups of this project were CSOs, youth, women, journalists and citizens.

The overall objective of INCIPALS was to contribute to creating a peaceful environment for consolidating the democratisation process in Madagascar. It did so by:

- Supporting dialogue/discussion between different components of the Malagasy society;
- Strengthening capacities in conflict prevention and peace consolidation;
- Consolidating civic/electoral education initiatives and strengthening leadership capacity of women in view to support their political participation.
- Consolidating the rule of law;
- Reinforcing the trust between elected representatives and the electorate and strengthening the accountability of those elected;
- Supporting the 'watchdog' role of the civil society.

INCIPALS was implemented by ECES in partnership with Osservatorio di Pavia, Center for

³⁵ www.propel-zanzibar.eu

³⁶ www.incipals.eu

OUR MAIN PROJECTS

Creative Leadership and Search for Common Ground. The Project subcontracted Collateral Creations for the research and multi-media component.

ELECTORAL TECHNICAL ASSISTANCE TO THE AUTONOMOUS NATIONAL ELECTORAL COMMISSION (CENA) IN BENIN³⁷



The main objective of this EU funded project was to contribute to the consolidation of democracy in Benin by strengthening the capacities of the Autonomous National Electoral Commission (CENA) to organise and conduct the presidential elections of 2016. The specific objectives of the project were to strengthen the capacity of the CENA in regard to institutional communication and voter education and to contribute to the professionalisation of the electoral administration in strategic planning of elections, including the operational and communication related aspects. To achieve these objectives, ECES provided permanent experts and short-term experts to the CENA, as of the start of the three-month project in January 2016. Within the context of this project, ECES supported the INEC's communication capacity, including on its website design and development.

PARTICIPE CABO VERDE (SUPPORT TO THE STRENGTHENING OF THE CIVIC PARTICIPATION IN ELECTIONS)³⁸



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

SUDEL I & II (SUPPORTING DEMOCRACY IN LIBYA)³⁹

The EU-funded project SUDEL I & II was implemented throughout the territory of Libya with a unique approach, which brought together initiatives of dialogue, reconciliation and capacity development for civil society and electoral stakeholders. This project promoted the strategic linkage between countrywide national reconciliation initiatives and national leaders, while also

³⁷ <http://www.eces.eu/posts/technical-assistance-in-benin>

³⁸ <https://www.eces.eu/en/posts/participe-cabo-verde>

³⁹ www.eces.eu/posts/sudel

OUR MAIN PROJECTS



supporting the momentum for dialogue among communities at the local level. The overall objective of the SUDEL Project was to support reconciliation processes and democracy-building in Libya.

In the context of the local elections of 2012, the specific objectives of SUDEL were to:

- Strengthen the involvement of Libyan stakeholders in democracy-building;
- Provide operational and technical support to the organisation of local elections;
- Promote dialogue among political stakeholders as well as citizens' engagement in the political life of their country.

The project was implemented by a consortium headed by ECES, which included Club de Madrid (CdM), Netherlands Institute for Multiparty Democracy (NIMD) and the European Partnership for Democracy (EPD). SUDEL II - Increase Assistance to Local Electoral Process was also a project funded by the EU, which started in August 2012, to reinforce the assistance provided by the project in support to the local elections in Tripoli and in other towns and cities in Libya. This second component sought to organise the procurement of electoral material for local elections in Benghazi and in eight other Libyan towns and to continue to provide technical assistance and support to local electoral processes.

SDP SUDAN (SUPPORT TO THE DEMOCRATISATION PROCESS IN SUDAN)⁴⁰



Between February and November 2013, ECES, in partnership with the International Organization for Migration (IOM), implemented the capacity-development component of the project aimed at support the democratisation process in Sudan, named "Implementing a Bridge Strategy and Training on Leadership and Conflict Management Skills for Electoral Administrations (LEAD) in Sudan". The overall objective of this component was to strengthen

and improve the Sudanese National Electoral Commission's (NEC) capacities and support the cooperation among multiple electoral stakeholders for future elections. Through an intense collaboration between the NEC and ECES' Arabic speaking experts, the Sudanese electoral officers were exposed to new approaches in the organisation and planning of elections, which, among other things, contributed to the improvement of their working methodology with regards to registration, gender awareness and electoral management design.

Overall, 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 the 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.

FUNDING PARTNERS & ECES CO-CONTRIBUTION

FUNDING PARTNERS

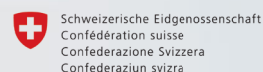
Since the beginning of its activities, ECES benefited from the financial contributions of over 20 donors. The European Union and the EU Member States are the largest donors of ECES. However, ECES also signed contracts and partnered with other international and regional organisations, Electoral Management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



GOUVERNEMENT DU GRAND-DUCHÉ DE LUXEMBOURG
Coopérén lûxembourgeoise



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FUNDING PARTNERS & ECES CO-CONTRIBUTION

Over the last 10 years since beginning its activities, ECES till November 2020 has been awarded with **91 contracts** to promote sustainable democratic development, mobilising a grand total more than **90 million Euros (90,375,125 million EURO)** with contracts going from 16,5 Million EURO to 404 EURO.

ECES has benefited from the financial contributions of **over 25 donors** that have supported and enabled its provision advisory services, operational support and management of large projects in the electoral and democracy assistance field.

The main funding partner by far has been the European Union, which has awarded **40 contracts** to ECES across its different financial instruments, including:

European Development Fund	(EDF	31.943.379 €);
Instrument contributing to Stability and Peace	(IcSP	15.347.606 €);
European Neighbourhood Instrument	(ENI	12.737.995 €);
European Instrument for Democracy/Human Rights	(EIDHR	7.229.938 €);
Development Cooperation Instrument	(DCI	3.455.860 €).

EU Member States represent the second largest type of donor. Among these, **Germany** has been the largest donor by far, awarding ECES more than **13.483.749 €⁴¹**, followed by **Italy** (1,007,045 €) **Denmark** (963.382 €), **Austria** (700.000 €), **Luxembourg** (500.000 €) and **France** (322.000 €).

Other key funding partners include:

- Various **international and multi-governmental organisations** including the European Space Agency – ESA, and the International Organization for Migration - IOM;
- **Regional networks active in the field of elections**, such as the International Organization of La Francophonie – OIF, the French-Speaking Electoral Knowledge Network - RECEF and the Central African School of Electoral Administration – EFEAC;
- **non-EU Member States**, including the **United States, Australia, Canada** and **Switzerland**;
- different public institutions such as **Not-for-Profits, Electoral Management Bodies, Universities** and **think tanks**;
- **private companies** for service contracts.

Co-contributions

Our quest to deliver electoral assistance worldwide while promoting European values through a European distinct delivery mechanism is constantly growing. ECES is committed to continuing its contribution to democratic and electoral processes around the world. This has been achieved both through technical and financial support.

With reference to the latter, we have **contributed back to the budget of European Union funded projects an overall amount of almost 2,5 million EURO (2,436,198 €) from our**

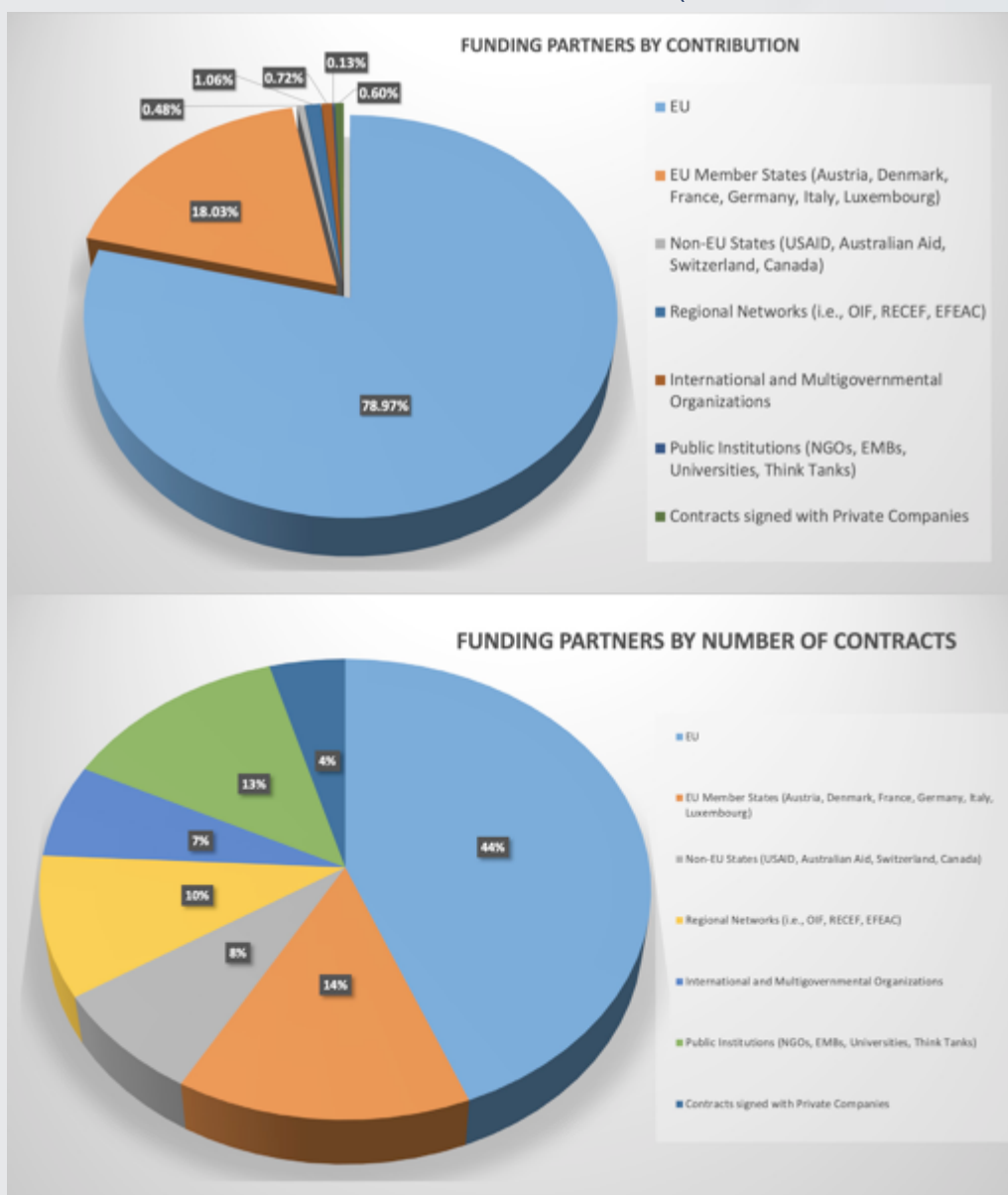
⁴¹ This amount includes 10 million € contribution from KFW to the EU funded project EURECS Ethiopia.

FUNDING PARTNERS & ECES CO-CONTRIBUTION

own core funds. In particular, **ECES has contributed to the co-financing of the following EU projects⁴²:**

5% Won for Libya
 5% Project "Supporting Democracy in Libya"
 5% Project "Supporting Democracy in Libya II"
 25% Preventing Electoral Violence in the SADC Region
 7,77% Support to the Electoral Observation in Gabon
 5% EU Support to Jordanian Democratic Institutions
 5% EU Support for Democratic Governance in Nigeria
 5% Prevent Electoral Violence in South Africa

(WON with 18.760 €);
 (SUDEL with 57.748 €);
 (SUDEL II with 29.052 €);
 (PEV SADC with 813.616 €);
 (PAOEN with 25.269 €);
 (EUJDID with 737.995 €);
 (EUSDGN with 684.210 €);
 (PEV RSA with 37.733 €).



⁴² The amounts relate the budget of the action, and not disbursements.

FUNDING PARTNERS & ECES CO-CONTRIBUTION

OVERVIEW OF MOBILISED FUNDS BY DONORS AND FINANCIAL INSTRUMENT

DONOR	N. OF CONTRACTS	TOTAL AMOUNT	ECES COFINANCEMENT
European Union	40	70.714.779,02 €	2.436.198,45 €
European Development Fund (EDF)	13	31.943.379,47 €	684.210,50 €
Instrument contributing to Stability and Peace (IcSP)	7	15.347.606,21 €	- €
European Neighbourhood Instrument (ENI)	1	12.737.995,00 €	737.995,00 €
European Instrument for Democracy & Human Rights (EIDHR)	17	7.229.938,34 €	168.564,00 €
Development Cooperation Instrument (DCI)	2	3.455.860,00 €	813.616,25 €
EU Member States	13	16.976.175,89 €	- €
Germany	4	13.483.748,56 €	- €
Denmark	3	963.382,33 €	- €
Austria	1	700.000,00 €	- €
Luxembourg	1	500.000,00 €	- €
Italy	2	1.007.045 €	31.812,50 €
France	2	322.000,00 €	- €
Regional Networks	9	952.676,00 €	- €
Ecole de Formation Electorale en Afrique Centrale (EFEAC)	2	820.463,00 €	- €
Organisation internationale de la Francophonie (OIF)	5	68.000,00 €	- €
Réseau des compétences électorales francophones (RECEF)	2	44.213,00 €	- €
International and Multigovernmental Organizations	6	643.099,94 €	- €
European Space Agency (ESA)	3	264.301,74 €	- €
International Organization for Migration (IOM)	1	247.500,00 €	- €
Indian Ocean Commission (IOC)	1	112.643,00 €	- €
Council of Europe	1	18.655,20 €	- €
Contracts signed with Private Companies	4	536.563,86 €	- €
Scytl	1	520.716,00 €	- €
Société Européenne des Satellites (SES)	1	13.911,86 €	- €
Transsec	2	1.936,00 €	- €
Non-EU Member States	7	433.050,73 €	- €
United States (USAID)	3	344.193,29 €	- €
Australia	2	63.811,30 €	- €
Canada	1	15.046,14 €	- €
Switzerland	1	10.000,00 €	- €
Public Institutions (NGOs, EMBs, Universities and Think Tanks)	12	118.779,57 €	- €
Barcelona International Peace Center (BiPC)	2	47.823,00 €	- €
Istituto per gli Studi di Politica Internazionale (ISPI)	3	28.338,99 €	- €
Fiscalía Especializada en Delitos Electorales (FEPADE) – Mexican Government	1	15.221,70 €	- €
Municipality of Barcelona	1	14.335,00 €	- €
Christian Democratic International Center (KIC)	2	10.326,11 €	- €
MediarEur	1	1.749,46 €	- €
European Inter-University Centre for Human Rights and Democratisation (EIUC)	1	580,80 €	- €
Kofi Annan Foundation	1	404,51 €	- €
TOTAL	91	90.375.125,01 €	2.436.198,45 €

OUR STRATEGIC & IMPLEMENTING PARTNERS

As part of the on-going development of advisory services and operational support in favour of all electoral stakeholders, ECES is actively seeking to add to its existing network of implementing and strategic partnerships with international and regional organisations and networks involved in electoral assistance. ECES can currently count on a solid network of partners, composed by more than 70 organisations among funding, strategic and implementing partners worldwide.

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.

STRATEGIC PARTNERS



<https://www.santannapisa.it/enh>



<http://centre.upeace.org/h>



<http://wepayourinterns.org/>



Center for
Creative
Leadership
www.ccl.org

<http://www.ccl.org/>



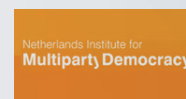
<http://www.cfi.fr/en/>



<http://www.epd.eu/>



<http://www.awepa.org/fr/>



<http://www.nimd.org/>



<http://www.oneworld.org/>



<http://www.parlicentre.org/>



<http://cicde.md/index.php?l=en>



<http://www.osservatorio.it/>



<http://www.aweb.org/eng/main.doh>



<http://www.aceeo.org/>



<https://www.opensocietyfoundations.org>



<http://www.pmi-conseils.be/>



www.diakonia.se/enh



<http://www.thales.be/en/>



<http://demoфинland.org/?lang=en>



<http://www.urbanrepublic.org/>



www.clovekvtisni.cz/enw



www.ucp.pt



<https://www.coverngo.com/>



<http://www.clubmadrid.org/>

OUR STRATEGIC & IMPLEMENTING PARTNERS

IMPLEMENTING PARTNERS



<https://go-innovation.com>



Forum of Federations
The Global Network on Federalism and Devolved Governance

www.forumfed.org



BURKINAVOTE
DONNÉES DES BUREAUX DE VOTE

<http://www.burkinavote.com/>

CODEL



<http://www.tamwa.org/>



<http://www.nyererefoundation.org/>



ARIGATOU
INTERNATIONAL
All for Children



<http://www.ifes.org/>

drum cussac
INFORM > PROTECT > RESPOND >

<http://www.drum-cussac.com/>

EESC
Eastern Europe Studies Centre

<http://www.eesc.lt/en.html>

FRIDE
A EUROPEAN
THINK TANK FOR GLOBAL ACTION

<http://fride.org/>



<https://www.sfcg.org/>



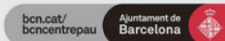
<http://www.capilano.ca>

AIG

<http://www.aig.be/>



<http://www.sjkg.be>



<http://www.bcnpeacecenter.cat/>



<http://www.bridge-project.org/>

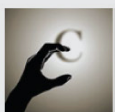


www.cecineestpasunecrie.org



Kristdemokratiskt Internationellt Center
Christian Democratic International Center

<http://www.kicsweden.org/en>



<http://www.collateralcreations.com/>



CANGO
Co-ordinating
Assembly of
Non-Governmental
Organisations

www.cangoswaziland.wordpress.com



www.earthcharterinaction.org/



Economic
Community
of Central African
States

<http://www.ceeac-eccas.org/>



<http://www.ecfsadc.org/>



<http://www.eisa.org.za/>



<http://www.sadc-esn.org/>

EIUC
European Inter-University Centre
for Human Rights and Democratisation

<http://www.eiuc.org/>



FOUNDATION FOR
DEMOCRATIC
PROCESS

<http://fodep.blogspot.be/>

GARDAWORLD

<http://www.garda-world.com/>



<http://www.hamap.org/>



<http://www.idlo.int/>



<http://www.idea.int/>



<http://www.imvf.org/>



<http://www.kmf-cnoe.org/>



<http://www.kaipct.org/>



<http://www.koma.com/>



<http://www.lcn.or.als/>



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<http://www.lfcs.ly/h>



<http://www.mesnmw.org/>



MAURITIUS COUNCIL OF SOCIAL SERVICE

<http://www.macoss.intnet.mu/>



<http://www.mediagc.tv/>



<http://www.mediationnet.eu/>



<http://www.nangoftrust.org.na/>



RENOSEC



<https://www.ruhr-uni-bochum.de/>



<http://www.pwc.com/>



<http://www.ses.com/>



<http://www.fusl.ac.be/>



<http://www.sher.be/>



<http://www.zesn.org.zw/>



FINANCIAL MANAGEMENT

ECES has established a system complying with EU and international standards. The management and internal control systems and procedures shall be designed to:

- Achieve the objectives of the programmes implemented by ECES in accordance with the principle of sound financial management.
- Safe guard the ECES assets and information.
- Prevent and detect irregularities, errors and fraud and ensure budgetary lines are appropriately followed.
- Identify and prevent management risks in accordance with ECES risk register.
- Ensure reliable production of financial and management information.
- Keep supporting documents relating to and subsequent to budget implementation and budget implementation measures.

Concerning the funding and applicable rules:

- When implementing either EU or other donor's funds, ECES applies international financial management standards including the principles of the EU Financial Regulation applicable to the General Budget of the Union and its Rules of Application
- To that end ECES shall respect the principles of legality, regularity, effectiveness, efficiency and economy.
- The principle of economy requires that the resources used by ECES for the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price ('value for money').
- The principle of efficiency is concerned with the best relationship between resources employed and results achieved.
- The principle of effectiveness is concerned with attaining the specific objectives set and achieving the intended results.

HOW WE WORK

National Bank of Belgium Central Balance Sheet Office - Online consultation of annual accounts

Search for annual accounts

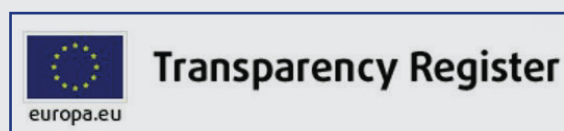
By using this application, you agree to the terms of use which can be consulted at [this link](#).

▪ **Information on the company**

Company number	0829.998.514
Name	EUROPEAN CENTER FOR ELECTORAL SUPPORT/ CENTRE EUROPEEN D'APPUI ELECTORAL
Address	Avenue Louise 222
	BE 1050 Ixelles
Municipality code NIS	21009 Ixelles
Legal form	Private foundation
Legal situation	Normal situation
Activity code (NACE-BEL) ⓘ	94995 - cooperation to development associations

▪ **Annual accounts filed with and accepted by the NBB**

ECES is registered⁴³ as a Belgian private not for profit foundation headquartered in Brussels with the business number 829998514 and with the Belgian VAT number BE0829998514. Given the size our organisation, the annual accounts, after being externally audited, are submitted to and published in the central database sheet of the National Bank of Belgium. ECES' accounts of 2011, 2012, 2013 2014, 2015, 2016, 2017 and 2018 have been audited and submitted while the ones of 2019 are on the process of being published by the National Bank of Belgium⁴⁴.



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-Conseils⁴⁵**, 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;

⁴³ <https://ec.europa.eu/transparencyregister/public/homePage.do>

⁴⁴ <https://cri.nbb.be/bc9/web/catalog.jsessionid=219F2B4D4398E82C88EC842B894C2289?execution=e1s2>

⁴⁵ <http://www.pme-conseils.be/>

HOW WE WORK

- Budgetary and financial reports according to the requirements of each sponsor;
- Preparation of financial audits by the subsidising authorities;
- Declaration and management of taxation including VAT with local relevant authorities.

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

LEGAL, HUMAN RESOURCES AND ICT SUPPORT



At legal level, ECES is collaborating with the law firm “Schmitz, Jottrand, Klees, Risopoulos & Gernay - Association d’Avocats”⁴⁶ mainly interacting with Maître Fernand Schmitz (lawyer at the Brussels Bar since 1968).

For the management of its Brussels-based human resources, ECES cooperates with SD Worx⁴⁷. 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 Essentials⁴⁸ - a Brussels-based company specialised in web development that plays an important role in providing services in the domain of democracy building assistance.** DE offers ICT related technical expertise applied in

the fields of electoral assistance and observation, parliamentary and political party development, media and elections, migration and development. Through its cross-sectoral approach, DE aims to play a constructive role in furthering democracy developments in various context and situations. DE has unique expertise in the production of digital tools for electoral processes, including e-learning products, crowdsourcing for enabling quality delivery for quantitative information gathering, development forum aimed to support peer-to-peer knowledge and specialised information sharing, tools and apps for election observation, media monitoring and electoral results management systems etc. DE provides services to a variety of clients around the world, with the goal of making technology applications useful and impactful in the delivery of democracy building projects.

ECES is also supported by Foxconcept⁴⁹, a Brussels based information technology company. With over 13 years of experience in business to business IT support. It provides support in these following areas: user support, network, equipment, servers, anti-virus, backup, cloud, VoIP and domain names.

⁴⁶ <https://www.sjkg.be/>

⁴⁷ <https://www.sdworx.co.uk/en>

⁴⁸ www.democracy-essentials.eu

⁴⁹ <https://foxconcept.be/>

HOW WE WORK



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

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

INSURANCE SUPPORT & SECURITY

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 Benefits⁵⁰ provides ECES' experts in the field with health insurance and with a wide health coverage, which include medical, dental, long-term disability, life, accidental death, dismemberment, emergency medical evacuation and repatriation. Cigna provides specific insurance coverages for the not for profit sector personnel working abroad similar to those provided to the EU and United Nations Staff. Through Cigna, ECES personnel in

the field can easily access to worldwide networks of doctors and hospitals in more than 205 countries and jurisdictions.

Because ECES is a growing organisation under the point of view of the financial turn over and the average size of its activities, 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 Ltd⁵¹ to provide ECES Board Members with a solid protection from claims brought against them for alleged breach of duty, negligence, misstatements, errors or omissions and other legal risks related to the performance of their functions and duties. The total amount ensured for ECES Board Members is 5 million EUR. AIG is a leading international insurance organisation serving customers in more than 100 countries and jurisdictions.



ECES has concluded a global agreement with GARDA world to provide security awareness and security services for all its personnel worldwide. The experts at GardaWorld⁵² security consulting are ready 24/7 to help ECES plan for and respond to security challenges and crises. As a worldwide leader in global security services, GardaWorld's highly trained and qualified personnel will support and protect our project activities, our staff and our assets when and where we need them most. Whether in a high-risk conflict zone or ordinary day-to-day operations, GardaWorld's

⁵⁰ www.globalhealthbenefits.com

⁵¹ www.aig.com

⁵² <https://www.garda.com>

HOW WE WORK

security services are there to keep us safe. They work on behalf of their partners to manage reputation, enhance project outcomes, secure a safe workspace and allow colleagues and leaders to focus on improving daily operations.

EVALUATIONS, VERIFICATION OF EXPENSES AND EXTERNAL AUDITS

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

Verification of Expenses are carried out mostly following the indications of the donors if they have a preferred audit company that they would like ECES to use for a specific country or a specific project. Otherwise **ECES collaborates with the most known audit companies at global level like KPMG, PriceWaterhouseCoopers (PWC), Deloitte, Moore Steven and Ernst & Young.**



ECES Team in Ethiopia office (EURECS and PEV Projects)

WHO WE ARE

ORGANISATIONAL STRUCTURE

MANAGEMENT BOARD

STRATEGIC AND
ADVISORY COMMITTEE

MANAGEMENT UNIT

Co-Founder & Executive Director

Quality Support Management Cell

Coordination, External Relations
& Communications Cell

Administration, Finance &
Operations
SECTION

Programmes & Resources
Mobilisations
SECTION

PROJECT/OFFICES IN THE FIELD

FIELD
Project Coordinators

FIELD
Finance Managers
& Officers

FIELD
Project Officers

Field Projects' Personnel

WHO WE ARE

The Management Board: ECES Status established in September 2010, foresees that Board shall comprise a minimum of three and a maximum of eight members. Following the resignation of our first President Abbot Apollinaire Malu Malu (after he was designated President of the National Independent Electoral Commission of Democratic Republic of Congo in 2014, and the sorrowful announcement of his death in 2016), Monica Frassoni was appointed President. As of 2020, the members of ECES board are the following:

- Monica Frassoni, President
- Jose Manuel Pinto Teixeira, Vice-President
- Fabio Bargiacchi, Co-Founder & Executive Director
- Jose Lambiza, Head of Administration & Finances
- Eva Palmans, Head of Programmes and Resource Mobilisation Section
- Lino Francesconi, Member of the Board
- Paulo Marques, Member of the Board

The Executive Director is a member of the Management board, and is delegated by the Management Board to conduct the day-by-day supervision and management of the organization, with the support of the Management Unit and taking in to consideration the deliberations of the Management Board that need to be organized at least twice a year. Fabio Bargiacchi was appointed Executive Director in July 2011 and is cofounder of ECES with Malu Malu

The Management Unit is set-up under the responsibility of the Executive Director in order to implement priority areas of the ECES' programmes, operations and finances and functions via two sections headed by: **Jose Lambiza**, Administration & Finance Section and **Eva Palmans**, Programmes & Resources Mobilisation Section.

Additionally, the Management Unit also includes the **Coordination, External Relations and Communication Cell** and the **Quality Support Management Cell**; both headed by the Executive Director. On one hand, the Coordination, External Relations and Communication Cell consists of personnel from HQ and offices/ projects in the field to support the Executive Director in implementing ECES' coordination, external relations and communication activities.

On the other hand, the Quality Support Management Cell aims to support the Executive Director in delivering high-quality services to ensure delivering on our promise.

Established in 2020, the Strategic and Advisory Committee provides advice and guidance on the strategy and new initiatives to be developed by ECES in accordance with its 2020-2023 Strategic Plan, and addressing the new challenges and opportunities for the consolidation of democracy and the prevention of election-related violence around the globe. On 15 September 2020, **Joëlle Milquet** was appointed first President of ECES Strategic and Advisory Committee. **Filiberto Ceriani Sebregondi** was appointed Vice-President of the Committee in December 2020

Finally, ECES projects/ offices in the field comprise of **Project Coordinators, Finance and Administration Managers, Project Officers**, as well as the **Projects' personnel**.

WHO WE ARE

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.

MANAGEMENT BOARD

MONICA FRASSONI - PRESIDENT



Monica Frassoni is the President of the Management Board of ECES. She is a former Member of the European Parliament, where she served for two terms until 2009. Monica today is the co-president of the European Green party, and the president of the European Alliance to Save Energy (EUASE). She is also a member of the board of trustees of “Friends of Europe” a leading think tank that works for the promotion of a more inclusive, sustainable and forward-looking Europe. It is composed of prominent political figures such as Viscount Etienne Davignon (Vice-President of the European Commission 1981–1985), Joaquín Almunia (Vice-President of the European Commission

2010–2014), António Manuel de Oliveira Guterres (appointed Secretary General of the United Nations) and Carl Bildt (Swedish Minister for Foreign Affairs 2006–2014 and former Swedish Prime Minister). In addition to that, Monica is also a board member of the “European Union Women Caucus” an inter-institutional platform for discussion, bringing together female leaders in the European Parliament, the European Commission, the Council of the European Union and the representations of the EU Member States to the EU.

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

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

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

WHO WE ARE

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

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

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

In 2010, she collaborated on the Europa 2.0 volume entitled “Prospects and evolution of European dream”, published by Ombre Corte, edited by Nicola and Simon Vallinoto 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 recognised advocate for energy saving, fairer immigration policies in the European Union and democratic support.

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

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

JOSE MANUEL PINTO-TEIXEIRA - VICE PRESIDENT



During his professional career, Mr. Pinto-Teixeira served as Ambassador of the EU/ Head of Delegation in several countries, including: Cabo Verde (10/2012 – 08/2017); Ukraine (09/2008 – 09/2012), Belarus (resident in Kiev – 10/2008 – 09/2011), Mozambique (09/2002 – 01/2006) and Macedonia (03/1998 – 08/2002).

In addition to this, he acted as:

- Head of Unit at the EU HQ in charge of relations with Southern Africa, PALOP (Portuguese speaking countries in Africa and Timor Leste, CPLP - Community of Portuguese Speaking countries (09/2006 - 08/2008).
- Head of Unit at EU HQ for Pan-African Affairs (02 – 08/2006).
- Head of EU Humanitarian Mission (ECHO) in Bosnia-Herzegovina and Croatia (01/1996 – 02/1998).
- Head of EU Humanitarian Mission (ECHO) for Grate Lakes Crisis (Rwanda, Burundi, Zaire, Tanzania) – (1995).

WHO WE ARE

- Head of EU Humanitarian Mission (ECHO) for Caucasus (Russia – Ingushetia, Chechnya, Dagestan – Armenia, Azerbaijan and Georgia) – 1994.
- Counsellor, Chargé d'affaires in the EU Delegation Angola (08/1992 – 02/1994).
- Adviser to the Secretary of State for Foreign Affairs and Cooperation, Portuguese Presidency of the EU (11/1991 – 07/1992).
- Counsellor, EU Delegation in Swaziland (04/1988 – 11/1991).
- Project Manager in Mozambique (09/1985 – 01/1988) with Norwegian Agency for Development (NORAD).
- Professional engineering and project management in various countries, such as: Portugal, South Africa, Mozambique, Saudi Arabia and Cabo Verde (1977 – 1983).

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

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

FABIO BARGIACCHI - BOARD MEMBER, CO-FOUNDER AND EXECUTIVE DIRECTOR



Fabio Bargiacchi is the Co-founder of ECES together with late Abbot Apollinaire Malu Malu and at present Executive Director of ECES and member of ECES Management Board since August 2011. In this period, he led ECES to be one of the three most important actors in the electoral support field at a global level, together with the United Nations Development Programme and International IDEA, for projects implemented with the funding of the EU and EU Member states. He has a wealth of experience throughout the years and in different senior positions, such as Senior Election Operations Expert, Training/Reporting Advisor and Coordinator of EU Election Observers

and through long-term assignments in Central African Republic, Zimbabwe, West Bank and Gaza, Zambia, Kenya, Nigeria, Haiti, Tanzania, Democratic Republic of Congo, Suriname and Indonesia. Fabio has a deep understanding of project cycle management, particularly in Democratic Governance, through his long-standing experience working for the European Commission at the EU Delegation in Maputo (Mozambique) from 2001 to 2003 and at the EU Headquarters (in EuropeAid) in Brussels between 2004 and 2006.

From January 2007 to December 2010, Fabio served as Coordinator of the “Joint EC UNDP Task Force on Electoral Assistance” (JTF) and Senior Electoral Assistance Advisor at the UN/UNDP Brussels Office. During this period, he contributed to the establishment of the Joint Task Force and oversaw its activities for the identification, formulation and support for the implementation of all the EC-UNDP electoral assistance projects. He was also at the forefront of the conception and delivery of all the Joint EC UNDP IDEA effective electoral assistance, face-to-face and e-learning training between September 2005 and February 2011. Fabio was, thus, involved in more than 70 UNDP projects amounting up to a sum of more than €600 million between 2004 and 2010. From January 2011 to February 2012, he worked as Chief Technical

WHO WE ARE

Advisor for the EU funded “Project in Support of the Electoral Cycles for the Six Portuguese Speaking Countries in Africa (Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor Leste)”, implemented by UNDP (www.propalop-tl.org). This was the first ever trans-national electoral assistance project that focused exclusively on capacity development.

In total, and via his experiences at the EU, UN and OSCE, he has worked in the identification, formulation, implementation and/or evaluation of more than 100 electoral assistance projects in more than 50 countries since 1997. Fabio is a BRIDGE Accrediting training-facilitator and he is one of the main authors of the training curriculum “Leadership and Conflict Management Skills for Electoral Stakeholders, LEAD”, conceived with the Center for Creative Leadership. Fabio was appointed as the Vice President of the European Partnership for Democracy (EPD) and Coordinator for the implementation of a joint strategy devised with the partners of the European Partnership for Democracy called **“A European Response to Electoral Cycles Support”**.

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

- Reflections on Election Conflict and Violence Prevention: Lessons from Southern Africa (2018). Paper prepared for the pre workshop of the American Association of Political Science (APSA) titled “New Challenges in Electoral Management, Building Better Elections” organized in Boston at the Massachusetts Institute of Technology (MIT)
- Handbook on Preventing & Mitigating Electoral Conflict & Violence (2018)
- 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)

JOSÉ LAMBIZA - BOARD MEMBER AND HEAD OF FINANCE AND ADMINISTRATION SECTION

José started to collaborate with ECES in 2015, within the context of the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF), as Expert in EU Project Management. José then joined the ECES team in Brussels as Head of Finance and

WHO WE ARE



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

EVA PALMANS - BOARD MEMBER AND HEAD OF PROGRAMMES & RESOURCES MOBILISATION SECTION



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

WHO WE ARE

LINO FRANCESCON - BOARD MEMBER



Lino is the Head of External Relations and Senior Training Advisor at ECES. Lino has been a civil servant for the European Union for 28 years and worked at the Directorate-General for External Relations (DG RELEX) of the European Commission from 1983 to 2010, and at the new European External Action Service (EEAS) during the course of 2011 before retiring. He was in charge of the training of EU Officials, Contractual Agents, Junior Experts in Delegations (JED), Seconded National Experts (SNE), local staff and interns assigned to the 140 EU Delegations in EU partner countries.

In addition, he was responsible for the organisation of seminars for Junior and Senior Diplomats of Member States' Foreign Ministries and for the European Diplomatic Programme (EDP) created in 2000 by the Council of the European Union. He works at ECES since 2012 ensuring constant liaisons and interactions with all EU institutions. He provides senior advice to ECES for all training and capacity development activities. In collaboration with the Saint Louis University in Brussels, he leads the organisation of an annual high-level large conference, mainly concerning EU related issues to peace, security and democracy. Lino serves also as First Secretary of the Sovereign Order of Malta's EU Representation, one of the most ancient Catholic Religious Orders. In this role he contributed to implement the EU programmes and projects across the globe.

PAULO MARQUES - BOARD MEMBER



Paulo is one of ECES founding members. He has an extensive track record in the field of election observation and electoral assistance with particular reference to project management and implementation, financial and budgetary administration, operations, logistics and security. Between 2001 and 2010, he contributed to the management and implementation of over 35 election observation missions in more than 25 different countries. Paulo has a specific experience and understanding of the complete process of EU EOM planning and implementation, having managed the preparation and submission of offers for over 30 EU EOMs, participated in a number

of fact-finding and pre-deployment planning missions, as well as in direct implementation as a Key Expert managing the interface between the service provider and the European Commission and Core Team. He has held many positions as Programme Manager, he has been responsible for the provision of a wide range of preparatory services, procurement and project implementation. Many of the projects have been undertaken in the context of contracts awarded by Indra, Transtec and the International Organisation for Migrations. He has carried out several missions in the African and Latin American regions. Paulo is a Portuguese national and holds a university degree in Social Sciences.

WHO WE ARE

STRATEGIC AND ADVISORY COMMITTEE

JOËLLE MILQUET - PRESIDENT OF THE STRATEGIC AND ADVISORY COMMITTEE



Joëlle Milquet is a graduate in Law from the Université catholique de Louvain and has a LLM in European Law from the Europa Instituut-Universiteit van Amsterdam.

Between 1985 and 1992, she was a lawyer of the Brussels Bar. She worked also as an auxiliary clerk to the Belgian judge at the Court of Justice of the European Communities in Luxembourg.

From 1987 to 1992, she was a parliamentary assistant, political secretary of the PSC group in the Senate and assistant to the Minister of Education.

In February 1995, she became the political secretary of the party PSC before being elected Senator in June 1995, when she chaired the Senate Committee on Internal Affairs.

Between 1995 and 1999, she became the Vice President of the PSC and was elected in October 1999 President of the political party and she organised the rebranding of the PSC to “cdH” where she served as President from 1999 to 2011.

She has held several governmental positions including Belgium Deputy Prime Minister and Minister for Employment and gender issues (2008-2011), Deputy Prime Minister and Minister of the Interior (2011-2014) and Minister of Education and Culture (2014-2016).

From 2016 to 2019, she was Chair of the Security Committee of Brussels’ Regional Parliament. She was also city councillor in the Brussels-City (2006-2018).

In October 2017, Ms Joëlle Milquet was appointed Special Adviser to President of the European Commission Jean-Claude Juncker for the compensation of victims of crime, the same year she joined the office “Philippe and Partner” where she has been working as a lawyer of the Brussels Bar.

On 15 September 2020, Joëlle Milquet has been appointed first President of the Strategic and Advisory Committee.

FILIBERTO CERIANI SEBREGONDI - VICE PRESIDENT OF THE STRATEGIC AND ADVISORY COMMITTEE

Filiberto Sebregondi is a prominent former senior EU official recently retired with extensive experience in Europe and in developing countries, mostly in Africa, and who covered also the positions of EU Ambassador/Head of Delegation to Ghana, Togo and Tanzania and Head of

WHO WE ARE



Division at the European External Action Service.

A graduate of Portici University, Naples, and with a Master from the Sorbonne University, Paris, Filiberto Sebreghondi started his career in economics and international cooperation, holding the position of manager of a consulting firm in Italy conducting work for international public and private bodies, including World Bank, the EU, and the UN, with focus on Africa, but also Latin America and South-East Asia.

In 1993, Filiberto Sebreghondi moved to Brussels to work as an official for the European Commission's Directorate-General for Development. There, he deepened his development cooperation experience including in Evaluation and in the Economic Cooperation with Bretton Woods Institutions. He assumed management responsibility in 2002 at the EuropeAid Cooperation Office.

In 2005, Filiberto Sebreghondi was appointed as Ambassador/Head of Delegation for the EU in Ghana, including regional responsibility over the EU Delegation in Togo. During his four years of duty, he managed the political dialogue and mediation, trade relations and development cooperation with Ghana and Togo. He represented the EU for the Inter-Togolese political dialogue and Global Agreement of 2006, and led the EU support to the highly competitive presidential elections of Ghana in 2008, monitored by an independent EU mission led by MEP Mladenov (the movie "A good Election" on Ghana case is extensively used by ECES in its campaigns for peaceful election processes).

In 2009, Filiberto Sebreghondi returned to Brussels as Head of Division in the EU Africa Department, being responsible for the relations with 16 West African countries, and the regional organisations ECOWAS, WAEMU, and MRU. In this capacity he led EU electoral assistance and political dialogue initiatives in many of the concerned countries, particularly at times of crises and tensions.

In 2012 he was then appointed EU Ambassador/Head of Delegation to Tanzania and the East African Community. His mandate covered overall representation of the EU and coordination of EU Member States; political dialogue; management of development assistance; trade relations; and public diplomacy with the host country. In this role, he led the EU support to the 2015 presidential elections in Tanzania and Zanzibar, monitored by an independent EU mission conducted by MEP Sargentini.

In 2016, he became head of the EU External Action Service (EEAS) Division in charge of the coordination of Development Cooperation.

In his new role within the Strategic and Advisory Committee of ECES, Filiberto Sebreghondi will work alongside the other members and the Committee's President Joelle Milquet, former Deputy Prime Minister of Belgium, and fellow senior international professionals, in the fields of democratic governance and international cooperation. The Committee will provide advice and guidance on the strategy and new initiatives to be developed by ECES in accordance with its 2020-2023 Strategic Plan, and addressing the new challenges and opportunities for the consolidation of democracy and the prevention of election-related violence around the globe.

WHO WE ARE

PIERO SCARPELLINI - SECRETARY OF THE STRATEGIC AND ADVISORY COMMITTEE



Piero Scarpellini is currently Special Attorney for International Affairs at the Pragmata Institute for International Development in the Republic of San Marino. Prior to that, he was General Director of Pragmata Institute and founder and member of the Steering Committee at the Tèresys Foundation in the Republic of San Marino.

He is specialised in relations with institutions of African, Middle Eastern and Mediterranean countries, with long-term experience in public relations, economic and business development and relations with various international organisations (African Union, European Union, United Nations, World Bank, European Investment Bank) and in the development of strategic international projects.

During his career, Piero Scarpellini served as a diplomat for the Republic of San Marino, in particular as Adviser of the Ministry of Foreign Affairs on European Union Relations and as Adviser to the Minister for Finance on International Financial Institutions (IFIs) and International Investment Agencies. He was also Honorary Member of the Africa Business Aviation Association (AfBAA) & Special Adviser to the Board; Adviser to the African Union for Strategic Initiatives and its relations with European Union and EU Member States; Adviser to the Pacific Microstates Group of States for their promotion at international level and Adviser to the Forum of Kings, Sultans, Sheikhs of African Tribes for Foreign Affairs and International Relations.

Piero Scarpellini also held the position of Senior Adviser to UNICRI (United Nations Crime and Justice Research Institute), Adviser to the President of Italian Ministers' Council Romano Prodi for relations with Member states of the African Union, Member of the Board and Director of Public Affairs of World Chambers Network in Paris (France), Vice President of ECS-DNV - Det Norske Veritas (Ente Certificazione Sammarinese), Responsible for European Affairs at WASME (World Association Small and Medium Enterprises in New Delhi (India)); and Responsible for European Affairs at Global Management Centre - Trade Information Network of G77 (USA).

Piero Scarpellini holds a University Degree in Arts and Philosophy from University of Bologna (Italy), a Master Degree in Management and Development & Strategies for Tourism from University of Bologna (Italy), a Master Degree in Communications and a Master Degree in Technique and Psychology of Selling from M&R Chicago (USA).

ERASTUS J.O. MWENCHA - MEMBER OF THE STRATEGIC AND ADVISORY COMMITTEE

He is currently the Chair of the ACBF Executive Board. He was previously the Deputy Chairperson of the African Union Commission (AUC). During his time at the AUC, he oversaw the administration and finance of the Commission as its Controlling Officer, supervised the development of two AUC Strategic Plans (2009-12) and (2012-17) and participated in the development of Africa's long-term vision of Agenda 2063. He also developed institutional cooperation between the World Bank and the African Union, leading to the roll out of the successful Institution and Capacity Building Program for the AU and implemented the Joint

WHO WE ARE



Support Office for the Secretariat for the partnership of ECA, AFDB and the AUC.

Before joining the African Union Commission, he was the Secretary General of the Common Market for Eastern and Southern Africa (COMESA) from May 1998 to April 2008 where he previously served in various capacities including Acting Secretary General, Director of Industry, Energy and Environment and Senior Industrial Expert. At COMESA, Mr Mwenga was instrumental in leading COMESA into becoming the first regional body on the continent to achieve a Free Trade Area (COMESA FTA) in 2000. He represented the region in negotiating the Economic Partnership Agreement (EPAs) with European Union (EU), the Doha Round of the World Trade Organization, as well as in promoting the African Growth and Opportunity Act (AGOA) for the benefit of the region's stakeholders. Prior to COMESA, Mr Mwenga also served the Ministry of Industry of the Government of Kenya as Head of Industrial Promotion Department and Secretary to Industrial Sciences Advisory Research Committee (ISARC) and the Kenyan Industrial Survey and Promotion Centre as a Senior Economist. Mr Mwenga graduated from the University of York.

SAMAR AL HAJ HASAN - MEMBER OF THE STRATEGIC AND ADVISORY COMMITTEE



Samar Haj Hassan is a former Jordanian politician, currently member of the national advisory team to combat political violence against women and member of the regional advisory team for women equality mechanisms and women empowerment.

As former politician she has been member of the Jordanian Senate and Commissioner in the Independent Electoral Commission of Jordan.

Samar Haj Hassan was born in Amman, Jordan and studied International Business and Marketing in Switzerland. Haj Hassan founded Mahara Professional Consultancies in Development, which provides services in the field of social and human development. She served in and advised several national committees and programs in the field of family affairs and was a member of the 25th Jordanian Senate. In 2014, Haj Hassan was appointed as a member of the Independent Election Commission (Jordan). Haj Hassan was reappointed to the Independent Election Commission (Jordan) in 2016 and currently serves as the only woman in the commission.

DIDIER DE JAEGER - MEMBER OF THE STRATEGIC AND ADVISORY COMMITTEE

Born in 1956 in Brussels, Didier De Jaeger is currently CEO and Director of Altavia Europe, a communications agency specializing in retail with a presence in all European countries, Asia, Africa and North America.

He is also Chairman of Nouvelle Hôtellerie, a small hotel group that owns and operates hotels in France, Switzerland and Belgium.

From 1993 to 2013, he was Managing Director of the advertising and digital communication

WHO WE ARE



agency Kadratura, President of the communication agency Troy, born from the merger of the Kadratura and Troie agencies, and Executive Partner of Emakina Group.

In 2013 he created the Foundation “Ceci n’est pas une crise”, that pursue strategic solutions by consolidating the expertise of all relevant actors in the different fields.

He was Managing Partner of the Censydiam Europe market research firm from 1988 to 1993 and Managing Partner of the consulting firm De Jaeger & Stoops from 1984 to 1988.

Previously he worked as a copywriter and strategic planner for several international advertising agencies including McCann-Erickson, Young & Rubicam and J. Walter Thompson. He was also a lecturer at the University of Louvain (Louvain School of Management and Department of Communication) from 1995 to 2009.

Didier holds a Master degree in Social Psychology from the ULB, Université Libre de Bruxelles (1984); for 15 years from 1994-2019 he was also Visiting Professor at UCL Université Catholique de Louvain.

ELENA VALENCIANO - MEMBER OF THE STRATEGIC AND ADVISORY COMMITTEE



María Elena Valenciano Martínez-Orozco is a Spanish politician of the Spanish Socialist Workers’ Party, part of the Party of European Socialists. Following the 1999 European elections, Valenciano became a Member of the European Parliament, where she served as Deputy Secretary-General and spokesperson of the Spanish Socialist Delegation. In addition, she was the Socialist Group coordinator in the Subcommittee on Human Rights (DROI).

Following the elections in 2014, Valenciano reentered the European Parliament and assumed the position of chairwoman of the Subcommittee on Human Rights (DROI). In this capacity, she was also a member of the Democracy Support and Election Coordination Group (DEG), which oversees the Parliament’s election observation missions. In addition, she served on the Committee on Foreign Affairs (AFET), the delegation for relations with the Maghreb countries and the Arab Maghreb Union, and the delegation to the Parliamentary Assembly of the Union for the Mediterranean. She was also a member of the European Parliament Intergroup on the Western Sahara.

In September 2014, PSOE chairman Pedro Sánchez replaced Valenciano as head of the party’s delegation of MEPs and instead appointed Iratxe García. During the 2015 presidential elections in Haiti, Valenciano headed the European Union’s observation mission to monitor the preparations and organization of the vote.

WHO WE ARE

MANAGEMENT UNIT

The Bios of Fabio Bargiacchi (Co-Founder and Executive Director), Jose Lambiza (Head of Administration and Finance Section) and Eva Palmans (Head of Electoral Services Section) are contained in the previous sections since they are also part of the management board.

DAVID LE NÔTRE - SENIOR GLOBAL ELECTORAL ADVISER



David is currently ECES country representative in Ethiopia. David served as the Project Director of the EU 'Project in Support of Enhanced Sustainability and Electoral Integrity in Afghanistan (PROSES)' and the Project Director of the 'Project in Support of the Credibility and Transparency of Electoral Process in Comoros (PACTE-Comoros II)'. Within the context of PACTE-Comoros I, David acted as Electoral Expert. Prior to that, David was Chief Electoral Officer for the United Nations Mission of Stabilisation in Haiti (MINUSTAH) to provide technical assistance to the Provisional Electoral Council. Before 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 Organization for Migration (IOM) as Head of office in the Islamic Republic of Iran for the Out of Country Voting programme and as Chief Operations Expert 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.

SYLVESTRE SOMO MWAKA - SENIOR ELECTORAL ADVISER



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

WHO WE ARE

actively participated in the peace negotiations in Goma 2008 and Kampala 2013 as a member of the technical team for the dialogues. Sylvestre Somo participated in 16 election observation missions in Africa, North America, South America and Asia from 2003. Sylvestre Somo is graduate of Computer Science of the Pontifical Catholic University of Minas Gerais (Puc-Minas) and completing for a post-graduation degree in Electoral Laws at the same university. Sylvestre holds several specialized training certificates including the Civilian Service, Human Rights and Gender Awareness of the Peace Operations Training Institute and Certified Trainer in “Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD)”. He speaks French, Portuguese, English and Swahili.

KHALDOUN DUDIN - SENIOR ICT ELECTORAL EXPERT



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

as: United Nations, OSCE/ODIHR, UNDP, International IDEA, IFES, IOM and others. He has been part of the core team, acting as ICT Expert / Data and Statistical Analyst, of a number of EU Election Observation Missions. Khaldoun contributed to the overall IT framework of ECES' projects and to the development of technology tools at projects and ECES headquarters' level. He is currently part of 'Electoral Observation Democracy Support (EODS II)' project team in the role of ICT coordinator. In addition to this, Khaldoun is part of the “EU Support to Jordanian Democratic Institutions and Development” project team. In this context, he acts as Senior ICT, Electoral Operations and Voting System Expert.

AGUNG PUTRANTO - SENIOR ICT AND ELECTORAL GRAPHIC EXPERT



Agung Putranto has a solid IT and design professional experience that consist of proficient use of software, such as Print and Web Design. Agung also holds many international certifications, such as: Adobe Certification (ACE), Cisco Certified Network Associate (CCNA), Microsoft Certified Desktop Support and other Technical Support certification and assistance to users. During his professional career, he collaborated with major companies such as Samsung, Shell, ASUS, Hewlet-Packard, ConocoPhilips, Coca Cola, and others. In regard to the electoral field, since 2004 he has participated in several Election Observation Missions of the EU to Indonesia, East Timor, Banda Aceh and Nepal. Agung also worked as Technical Operations and Logistics Expert with the International Organization for Migrations, the United Nation Development Programme and EuropeAid. In 2015, he heavily contributed to the design and development of ballot papers for the coupled elections in Burkina Faso within the framework of the project PACTE-BF implemented by ECES. Agung holds a degree in Marketing and Management obtained in 1999

WHO WE ARE

from University of Trisakti, Indonesia.

SEBASTIANO MORI - SENIOR PROJECT OFFICER



Before joining ECES, Sebastiano was a Schuman Trainee at the Democracy and Elections Actions Unit (DEAC) of the European Parliament. During this time, he constantly supported the Head of Unit in the organisation of the Democracy and Election Coordination Group in Strasbourg and the Parliamentary Association Committees of Ghana, Peru and Moldova. In particular, he undertook extensive research on the EU's priority countries, drafting policy papers on the Comprehensive Democracy Support Approach. He also collaborated on debriefing and follow-up activities of EU Election Observation Missions in Jordan, Ghana, Georgia and Moldova with the EEAS and HR/VP's Cabinet. During this experience, Sebastiano gained a deeper understanding of the EP's capacity building activities, in particular, he supported study visits from several delegations and collaborated on DEAC's initiative with Ukrainian Parliament (Verkhovna Rada). Sebastiano is actively monitoring the EP's committees AFET, DEVE and DROI and liaises with other institutional stakeholders from the EU Commission, EEAS and EU delegations. Having written several publications for the European Institute of Asian Studies (EIAS), spent one year in China at the Shanghai Normal University, and five months at the China-Italy Chamber of Commerce, Sebastiano also has a deep understanding on EU-Asia relations. Winning the "Barbara de Anna" Award allowed him to conduct research for the final dissertation on Central Asia, at the Oxford Institute for Energy and the London School of Economics and Political Science. He holds a BA in International Studies and an MA in International Relations and European Studies from the University of Florence-School of Political Science "Cesare Alfieri".

MADJIGUENE THIAM - SENIOR PROJECT OFFICER



Madjiguene Thiam started to collaborate with ECES since 2017 as Project Officer. In this role, she has been actively involved in the development, implementation and management of ECES projects in Ethiopia, Senegal, Afghanistan, Gabon in Brussels and in the field. Before joining ECES, Madjiguene worked for an italo-belgian consulting firm, specialised in European and international financing, in particular external cooperation programs. In addition to monitoring funding programs and drafting project proposals, Madjiguene was in charge of external relations with international organisations, financial institutions, public and private entities. Madjiguene also worked for an international Chamber of Commerce in Milan, dealing with economic, social and cultural cooperation between private and public Italian entities and different African countries. At this time, she worked on several development projects and accompanied the internationalisation of several Italian companies in Africa, managing especially the contractual part with governments and donors. She also managed the participation of several African countries (Burundi, Democratic Republic of Congo, Madagascar and Mauritania) at the Universal Exposition Milan 2015. Furthermore, a brief and intense experience at the International Institute of Humanitarian Law allowed her to deepen her knowledge on human rights and conflict management. She graduated from the Università degli studi di Milano and holds a BA in International Science and European Studies and two

WHO WE ARE

MA in International Relations - with specialisation in diplomacy and international cooperation
- and in Strategic and Military Studies.

SAWSAN AHMED - SENIOR PROJECT OFFICER



Sawsan Ahmed holds a Bachelor's degree in English and Spanish Languages and Literature from the University of Jordan and a Master's degree in Human Rights and Human Development from the same university. Her MA thesis has a focus on social justice and inclusion, particularly in the political sphere, while also concentrating on the intersections of the different aspects that affect inclusion on the broader sense. She is also a certifying trainer of ECES unique Leadership and Conflict Management for Electoral Stakeholders Training (LEAD), in addition to that, she holds a diploma from Harvard Kennedy School in Leadership, Organizing and Action. Sawsan has worked with ECES in Jordan, Afghanistan and Ethiopia supporting the implementation of the projects in different capacities, ranging from editing project documents, delivering trainings and participating in the ISO implementation at the Jordanian EMB. Her particular interest in human rights, social justice and inclusion led her to taking several positions in non-profit organisations and companies, advocating for refugees in Jordan, Lebanon and Greece, working on inclusion of less advantaged groups and supporting the political and electoral work in Jordan, as well as working with the EU EOM in Jordan on the 2016 elections.

ANNA CARLA DI SARIO - PROJECT OFFICER



Anna Carla di Sario joined ECES in September 2018. First as a Junior Project Associate and, as of December 2018, as a Project Officer. She has been involved in several activities in the framework of EU funded electoral assistance projects in Nigeria, Jordan and Afghanistan, contributing to the implementation, coordination and follow up of project activities and providing inputs to the preparation of all relevant project documents. Since May 2019, she has been seconded as a Project Officer at the 'Election Observation and Democracy Support II (EODS II)' project, which aims to enhance the quality of EU election observation. Anna Carla has developed a robust insight of all phases of the Project Cycle Management and EU contract procedures, thanks to both an Advanced Training on EU Project Management, organised by the Belgian-Italian Chamber of Commerce, and the PRAG Course. She has also successfully completed EODS II Comprehensive E-Learning Courses for Short-Term Election Observers, and for Safety and Security Awareness in EU-EOMs. Before joining ECES, Anna Carla worked as European Policy Intern for the Delegation to the EU of the Emilia-Romagna Region, monitoring EU policies and related 2014-2020 funding programmes. She was also European Project Intern for the Municipality of Forlì, supporting the Project Coordinator in the management of activities of two European projects funded by the URBACT III and DEAR programmes.

WHO WE ARE

JULIA ONNASCH - SENIOR PROJECT OFFICER



Julia Onnasch acts as a Project Officer, working in particular on quality assurance and process improvement. Amongst other activities, she is currently supporting the design, development and implementation of a quality management system at ECES Headquarters. Before this, she successfully worked on the certification of the Independent Election Commission of Jordan against the ISO electoral standard TS/54001:2019. This involved the preparation of procedures for all key management, operational and support processes across the electoral cycle, establishment of measurement methods, and planning of 2020 parliamentary elections in-line with the international standard. Prior to joining ECES, Julia has previously acted as a consultant for a Jordanian NGO, assisting them in the design of a new documentation system. Prior to this she worked as an Analyst for international organisations and political risk and security consultancies. She holds an MA from King's College London with the faculty of Social Science and Public Policy.

MANON MEUREY - PROJECT & OPERATIONS OFFICER



Manon Meurey is a Project Officer of ECES. She holds a Master Degree in International Relations, with a specific focus on peace, security and conflicts. Moreover, she also studied Public International Law from the Université Libre de Bruxelles (ULB). In addition to that, she has obtained the eLearning Course Certificate on EU and UNDP working together on electoral assistance and the eLearning Course Certificate for OSCE/ODIHR Observers. Throughout her studies, Manon has acquired a deep knowledge in European policies, international civil societies and international development. She is a specialist in comparative political analysis and in the mechanisms of governance. Right after she graduated, she worked at the Group of Research and Information on Peace and Security (GRIP) where she broadened her knowledge on European arms policies, European arms exportations and the related international regulation. She contributed to the research project "Arms transfers monitoring unit" by drafting press reviews and reports on arms transfers/political issues and by updating the GRIP database on embargoes. She also had the experience of working at The Good Lobby as Communication Assistant. She contributed to the implementation and improvement of a new communication strategy in European NGO's and civil societies in order to equalise political power and influence in Europe and beyond. Manon is currently working at ECES HQ in the operational and follow-up of projects unit. She speaks French and English and have basic knowledge in German and Dutch.

CAMILLE DUPIRE - SENIOR COMMUNICATION OFFICER

As EU-JDID Senior Communication Officer, Camille provides visibility for the project and each of its components. She develops internal and external communication and visibility material, in addition to enhancing inter-component communication. Camille has been working in Jordan for over four years, most recently as an editor and journalist for The Jordan Times newspaper. She also worked as a freelance reporter and editor for various online media and previously

WHO WE ARE



served as a PR and Communication Officer for the NGO Save the Children Jordan. She works as a researching and writing consultant for the European Union Neighbourhood Policy and Enlargement Negotiations (DG NEAR) in Brussels. Camille holds a M.A. in Journalism from the London School of Journalism, a M.A. in Politics and International Relations from Sciences Po Lille and The University of Kent and a specialised M.A. in Conflicts and Development from Sciences Politics.

WILSON MANJI - ELECTION & COMMUNICATION OFFICER



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

EMANUEL GONÇALVES PEREIRA - SENIOR FINANCE AND ADMINISTRATION OFFICER



Emanuel Pereira is working at ECES' Brussels' office as Senior Finance and Administration Officer, where he supervises the administration and finance of all ECES' projects. His professional career started in the private sector in 2002 as a business manager, and since then he has taken on various positions of C.E.O. and financial manager of client companies. Prior to joining ECES, Emanuel was a Development Expert. He started this domain of intervention in 2009 at Caritas Guinea Bissau, as National Coordinator of Programs. Here was responsible for the training process of the management of Caritas Guinea Bissau, of major international donors, including the United Nations (UN) and the European Union (EU), and for the conception and development of institutional management tools and the development of guidelines. From 2011 on he started designing, implementing and managing different EDF funded projects across Africa, namely Angola, Cape Verde, Guinea Bissau, Guinea Conakry, Mozambique and Sao Tome, and Timor-Leste

WHO WE ARE

in Asia. In these countries, working with governmental offices implementing the projects on behalf of the EU, its activity focused on Management and Evaluation of programs; Strategic and operational planning; Team work coordination assigned to the Project Management Unit and focal points allocated to each beneficiary country; Ensuring the implementation of EU procedures; Budgeting and financial management; Promoting dialogue and representation in national and international partners, as well as the implementation of funded projects. Emanuel holds a BA degree in Management, a Higher Diploma in Business Management and a second Higher Diploma in Social Economy, which has been proven to be a solid foundation for his skills in development, evaluation and monitoring. Additionally, he is an experienced trainer, specialised in management tools.

GIOVANNI BARBERA - LOGISTICS AND OPERATIONS OFFICER



Giovanni Barbera currently holds the position of Administrative and Financial Manager with the European Center for Electoral Support (ECES) in Ethiopia and brings with him over 12 years of experience in Program Associate and Executive Assistant positions. Previously Giovanni worked at the African Union providing administrative support to the Deputy Chairperson of the African Union Commission for more than 10 years. In his position at the AU Giovanni handled all main administrative matters as well as preparing and running budget lines and allotments in line with the office's approved work-plan, under the purview of the Deputy Chairperson. In addition, due to his

proven track record of strong performance in high-volume and high-pressure environments, Giovanni was nominated by the Deputy Chairperson to act as his Executive Assistant in countless high level official mission; experiences that brought him to travel across the globe and enrich his knowledge on matter related to international relations and diplomacy at large. Moreover, during his career in the African Union, Giovanni's contribution was significantly important in key activities such as EPAs negotiation (AU-EU), Integrated African High Speed Rail Network (AU-China), African Continental Free Trade Area (AfCFTA) and many others, where he provided all round support in complex, diverse and unique areas. Due to his exposure to international and multi-cultural environments and a distinctive talent for managing relationships, Giovanni has cultivated a large network of prominent experts in academic, governmental and financial institutions who are intimately involved in the development and support of emerging economies. Backed by this network, Giovanni offers his associates added value where new networking opportunities are constantly unfolding. This was most evident whilst he worked as a part-time business development liaison consultant with Pragmata International Relation institute (San Marino Republic). In this role Giovanni supported and promoted institutional relation and Business connections for clients in various areas, facilitating funds disbursements and grants. Giovanni academic background includes a Bachelor of Art degree from the University of Nairobi and an ongoing degree in Business Management from the California based UOP. Giovanni was also awarded with a Certificate in Entrepreneurship in Emerging Economies by Harvard University as well as a certificate in Leadership & Management from Oxford Study College.

WHO WE ARE

CHAKIR EL ANTARI - FINANCE AND ADMINISTRATION OFFICER



Chakir El Antari is a Finance and Administrative Officer of ECES. He graduated from ICHEC Brussels Management School in Business Administration, specialized in Audit and Financial Markets and Sustainability. Alongside his studies, Chakir undertook a seven-month internship in an audit company specialised in EU-Grants and Contracts. Throughout his internship, Chakir has acquired a deep knowledge in European financial policies and financial regulations procedures, especially when it comes to EU grants contract. He speaks French, English and has a basic knowledge in Chinese and Dutch.

EXPERTS IN THE FIELD

SCIPION DU CHATENET - SENIOR LOGISTIC AND ELECTORAL EXPERT



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

GORKA GAMARRA - SENIOR GOVERNANCE ADVISER



Gorka Gamarra holds a Degree in Law from the Public University of the Basque Country and a Master's degree in International Law from Belgium. He has worked over the last fifteen years in good governance, transitional justice and access to justice programmes for international organisations such as UNESCO, UNDP, the OCDE, among others, as well as for non-governmental organisations mostly in Africa (post-genocide Rwanda and Guinea-Bissau). Gorka also directs documentaries on cultural issues and on human rights such as *Umurage* (2009) on the possibility of reconciliation following the Rwandan genocide and *Lantanda* (2014) on the coexistence between official languages and mother tongues in Africa. He led projects with ECES in Comoros and Jordan, where he worked on electoral and democratisation assistance.

WHO WE ARE

IDRISSA TRAORÉ - SENIOR LEGAL ADVISOR EXPERT



Idrissa Traore has been a magistrate for 38 years and covered the role of President of the Constitutional Court as well as other several judicial and administrative positions in Burkina Faso . He holds a Degree in Legal Science, a Diploma from the National School of Magistrates and a PhD in criminology. Traore was dedicated to constitutionalism, working for 17 years between the High Judicial Court, the Constitutional Chamber the Supreme Court and the Constitutional Council. During his time at the Ministry of Justice, he led several reforms: the adoption of social reintegration policy of prisoners, the fight against corruption, the approximation of the system of justice, rehabilitation of infrastructures, creation and the construction of new courts and prisons etc. Traore has also carried out several missions abroad: in 1993 for the Ministry of Justice of Madagascar, in 2007 the Commission for Reform and Modernization of Justice in Togo and in 2008 for the Consolidation of Democracy in Mali. sFollowing the election management in Burkina Faso, Traore participated in the first election observation mission of the OIF in Burundi. Subsequently he performed other election observation but has also been asked as a Legal Adviser and International Expert in several countries including Togo, Haiti, Burundi, Mali, Niger, Guinea Conakry in Guinea Bissau.

VERA LOURENÇO - SENIOR PROGRAMMES ADVISER



Vera, collaborated with ECES's projects in the field, and has joined ECES headquarters in 2016 in the role of Senior Programmes Advisor. Vera is also acting as Project Director of "Support of National Electoral Observation in Gabon". Over the past five years, Vera has participated in a number of election observation missions as core team member mainly in Africa (Togo, Ghana, Ethiopia, Algeria, Mali and Tunisia) with the European Union and the National Democratic Institute (NDI). Within the context of these missions, she trained and coordinated all international observers deployed in country. In addition to that, Vera took part in electoral assistance missions in Guinea and Sierra Leone. Within the context of these professional experiences, she was responsible for analysing and reporting on election administration, legal framework, political parties and candidates, human rights, media and civil society. More recently, Vera worked as Gender and Youth Analyst for NDI and as Political Analyst for the EU. Within the 'Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF)', Vera contributed, in the role of LEAD facilitator, to implement an intensive training process in Leadership and Conflict Management for Electoral Stakeholders (LEAD) that contributed to train more than 460 people across the Burkinabe territory. Furthermore, she also contributes to the implementation of activities of the Project "Participate" in Cape Verde and in the Programmes in 'Support of the Credibility and Transparency of Elections in Guinea (PACTE-Guinea I and II)' as Senior Electoral Expert. Vera has a B.A in Political Science, and a Master in Applied Political Science from the Institute of Political and Social Sciences of Lisbon University (Portugal).

WHO WE ARE

LUIS CASTELLAR - SENIOR GOVERNANCE & ELECTORAL ADVISER



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

In terms of specific country knowledge, Luis has developed an important knowledge of the Afghan electoral process, having been involved as EU Election Observation Mission (EU OEM) Core Team member during the 2009 Presidential and provincial elections, having performed EU Delegation Task Manager for Good Governance from 2013 to 2015 and as Senior Electoral Expert for a USAID - funded project in Afghanistan since 2017. As a Core Team Member of the EU EOM, Mr Castellar Maymo coordinated over 100 long- and short-term EU observers and drafted the 'Methodology for Election Observers in Conflict Situations'. In his role as Task Manager for Good Governance at the EU Delegation to Afghanistan, Luis was responsible for the political, technical management and monitoring of EU funding to various good governance programmes implemented by organisations such as the World Bank and UNDP. Moreover, he coordinated the EU Roadmap for Engagement with Civil Society in Afghanistan and represented the EU in technical election working groups.

JOSÉ ENRIQUE ROMÁN SIERRA - SENIOR ISO ELECTORAL EXPERT



José Enrique currently holds the position of ISO Lead Electoral Assessor of the EU-JDID programme since April 2018. He has an extensive knowledge and experience as an Assessor-Consultant, Trainer and Auditor on Management Systems in different types of private and public organisations including EMBs. His 15-year long experience entails implementing Management Systems for different standards such as, ISO 9001:2015, ISO TS/54001:2019, ISO 14001:2015 and ISO 45001:2018. José Enrique has been a permanent member of Latin American Quality Institute that serves as liaison officer of ISO for all Latin America. He also acts as a speaker in international forums

presenting subjects related to management systems such as the "Planning Model" and "Knowledge Management Model", among others. José Enrique is the co-founder and active Chief Executive Officer of "JE Consultores", a company based in México that provides services including auditing, training and implementation of management systems.

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,

WHO WE ARE



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.

MAMADOU BOCAR NIANE - SENIOR ELECTORAL ADVISER



Mamadou Bocar Niane is a teacher and a Senior Electoral Advisor. For 15 years, he has been serving as Head of the Training Division of the General Directorate for Elections (DGE) of Senegal. In this capacity, he designed handbooks and training materials for the staff of the commissions for the voters' lists, the members of the polling stations and representatives of political parties. He also conceived a handbook for candidates' application process. He is a member of the technical commission for the review of the electoral code and of the technical committee for the international audit of the Senegalese electoral register. Additionally, he is the technical adviser to the General Director of the DGE and he took part in several electoral observation missions in Africa and in Europe, notably in Germany. Mamadou Niane holds a certificate in Pedagogy and a Teacher Certificate (Brevet Supérieur d'Etude Nationale) and he is a BRIDGE accredited trainer.

RINDAI CHIPFUNDE-VAVA - PROJECT COORDINATOR AND SENIOR ELECTORAL EXPERT



Rindai Chipfunde-Vava is the Director of the Zimbabwe Election Support Network (ZESN). She is a political scientist and a Stanford University fellow. Rindai formerly served as the Zimbabwe Country Coordinator for Southern African Human Rights NGOS Network (SAHRINGON) and as the Program Coordinator for the Zimbabwe Human Rights Association (ZimRights). She has observed many elections under the different bodies of the Southern African Development Community (SADC), as well as in many countries in Africa, Asia, North and South America. She is a BRIDGE Accrediting Facilitator and certifying training in the Leadership & Conflict Management for Electoral Stakeholders (LEAD) methodology. Moreover, she has expert knowledge and understanding of key electoral issues and development at the national regional and global level from having worked over 20 years to support democratic and electoral processes.

WHO WE ARE

ZEFANIAS MATSIMBE - PROJRCT COORDINATOR AND SENIOR ELECTORAL EXPERT



Zefanias Matsimbe has over 20 years of professional experience in electoral cycle support, working mainly in capacity building of electoral management bodies (EMBs) in Africa through coaching and facilitation of different electoral activities in the three phases of the electoral cycle. He is a Senior Accredited Facilitator of LEAD (<http://www.eces.eu/lead-background/>) an ECES (European Centre for Electoral Support) curriculum aimed at assisting EMB in raising capacities in-house and also improving their external relations and communication strategy with different electoral stakeholders. In 2018 and 2019 he worked as ECES Senior Electoral Advisor to support of the South

African Independent Electoral Commission (IEC) to deliver the successful 2019 elections. He is also an Accrediting Facilitator for BRIDGE (Building Resources in Democracy Governance and Elections) an international curriculum crafted used as a tool within a broader capacity development of different electoral stakeholders. While working for EISA (Electoral Institute for Sustainable Democracy in Africa) as Senior Electoral Adviser in the last 15 years he gained relevant experience in supporting EMBs, CSOs, Media and Political Parties. EISA strives for excellence in the promotion of credible elections, citizen participation and strong political institutions for sustainable democracy in Africa. Matsimbe holds a PhD Degree in Political Science (University of Pretoria) and he is a Senior Lecturer and researcher on electoral studies, voting behaviour, intra and inter-party development, electoral dispute resolution, electoral systems, money and politics. He keeps a continuous link with the UP through collaboration through the Center for the Study of Governance Innovation in research projects.

STEFAN COMAN - SENIOR LEGAL ADVISER



Stefan Coman, MA, LL.M, has extensive experience in post-conflict democratization, elections, diplomacy and journalism. He is a specialist in transitional countries, with experience in Liberia, Ukraine, Pakistan, Romania, Czech Republic, Bosnia-Herzegovina, Kosovo, Iraq, Afghanistan and Sudan. Mr. Coman has worked on international post-conflict elections projects, as mission coordinator for NDI observation mission to Liberia, EU chief technical adviser in Sudan and South Sudan, elections analyst in Pakistan and Afghanistan, elections operations adviser in Iraq and Afghanistan. Previously,

he worked at the Romanian Ministry of Foreign Affairs, where he served as the assistant to the spokesperson and worked in bilateral and multilateral relations with Eastern and Central European countries. As a journalist, Mr. Coman has worked as an accredited correspondent with Radio Free Europe and the BBC. Trained as a lawyer, Mr. Coman has an academic background in international policy and international law.

MARIUSZ WOJTAN - SENIOR POLITICAL AND ELECTORAL ADVISER

Mariusz Wojtan is Senior Political and Electoral Advisor for ECES- PROSES Project, He started his professional career at the University however; since 2004 he has been involved in election observation and electoral assistance worldwide. His expertise combines political science, conflict and electoral matters. He participated, in various capacities, in nearly 30

WHO WE ARE



international missions to numerous conflict and post conflict counties i.e.: Libya, Yemen, West Bank, Sierra Leone, Lebanon or Liberia. In addition, for several years he has been working with OSCE Special Monitoring Mission in Ukraine. Mariusz has also a long record of working in Central Asia, most frequently in Afghanistan but also in Pakistan and Uzbekistan. His first assignment to Afghanistan dates back to 2005, when he worked for the EU Election Observation Mission in Nangarhar and Laghman provinces. Since then he participated in various election-related missions to Afghanistan, as a Political or Election Analyst, with the EU, OSCE, UNDP and recently IFES.

He holds a PhD in Political Science and International Relations from Wroclaw University in Poland. He speaks Polish, English and Russian.

ALAIN CHABOD - SENIOR MEDIA EXPERT



Alain Chabod is a senior media and communications expert – A former journalist and editor covering international affairs for European television channels (Arte, France 24), Alain has been involved in elections since 2010 as a media analyst and press expert mainly for the European Commission and the Organization for Security and Cooperation in Europe (OSCE). He has served as such in a dozen of international Election Observation Missions in Africa, Central Asia, Europe, Latin America and the Middle East. He started implementing election technical assistance projects in 2015 in Haiti with IFES. In 2017, Alain was Deputy Executive Director of Reporters without Borders

(RSF), the leading Paris-based NGO advocating worldwide for freedom of speech. Alain joined ECES in 2018, first in Afghanistan then in Nigeria. He holds a master's degree in journalism from the University of Strasbourg.

EIRINI-MARIA GOUNARI - SENIOR ELECTORAL AND LEGAL EXPERT



Eirini-Maria Gounari holds a Masters in Law and a Masters in International and European Law; she is a lawyer registered at the Bar of Thessaloniki, Greece since 2001. She has participated in 25 electoral observation missions, expert missions, exploratory missions and technical assistance projects with various international organizations such as the European Union, the OSCE / ODIHR, the Carter Centre and the UNDP. The most recent assignments in which she participated as Legal or Electoral analyst are in Nigeria (EU EOM 2015 and EU Monitoring Mission 2014), Tunisia (EOM Carter Center 2014), Afghanistan (OSCE / ODIHR Mission of Experts in 2014), Turkmenistan

(OSCE / ODIHR Expert Mission 2013), Guinea (EU EOM 2013), Pakistan (EU EOM 2013), Malta (OSCE / ODIHR Expert Mission 2013), Ukraine (OSCE / ODIHR EOM 2012), Libya (EU EOM 2012), Nigeria (EU EOM 2011), Poland (OSCE / ODIHR Mission of Experts in 2011), Southern Sudan (EU EOM 2011), Sudan (UNDP 2010), Iceland (OSCE / ODIHR Mission Expert 2009), Serbia (OSCE / ODIHR EOM 2012 and 2008), Moldova (OSCE / ODIHR EOM 2007). She participated as LTO in Pakistan and DRC, and as CTO in Armenia, FYROM and Ukraine. In addition, she was the Team Leader of the EU Mission for voter registration assessment for the Southern Sudan Referendum (2010), the first EU mission evaluating voter registration

WHO WE ARE

with the participation of LTOs, the Team Leader of the EU Exploratory Mission to Guinea (2015) and EU Monitoring Mission to Nigeria (2014). Eirini has also worked for five years as a lawyer in criminal law in Greece and as a consultant in the area of Human Rights in academic institutions and NGOs in Greece, Belgium and the United States.

STEADMAN HARRISON - SENIOR CAPACITY DEVELOPMENT ADVISER



Steadman Harrison is the former General Director, Europe-Middle East-Africa of the Center for Creative Leadership (CCL), based in Ethiopia (2009-2015), and currently the Chief Executive Officer at Go/Innovation. With more than 25 years of experience, he is an expert facilitator, executive coach, and curriculum designer with a successful track record in large-scale complex projects providing results that matter. Steadman serves as an innovation catalyst to help design, deliver, and test new and sustainable models for human development that are inclusive, accessible, and affordable. He has supported interventions across all sectors with a special focus on government and non-government organizations. Steadman's experience as a senior faculty member and associate spans the Americas, Europe, Middle East, Africa, and Asia. For the past decade-plus he has trained extensively across the continent of Africa after establishing CCL's Social Sector Innovation Hub headquartered in Addis Ababa, Ethiopia. While working at CCL, Steadman collaborated closely with ECES in elaborating the Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD) course and has more than 20 years of experience in Leadership training over the globe and especially in Africa through CCL's initiative: the Leadership Beyond Boundaries (LBB), a global initiative to democratize leadership development. Through this effort, CCL-LBB works to make high-quality leadership development affordable and accessible to all people around the globe. CCL has begun creating low-cost leadership development programs, tools, and models that can be offered at the grassroots via NGOs, educational institutions, government agencies, and community organizations. Steadman has a profound knowledge of Ethiopia through his more than five years mission in the country and regular visits including several missions in 2018.

DARIA PAPROCKA - SENIOR ELECTORAL EXPERT



Daria Paprocka has over 15 years working experience for international organizations such as the United Nations, UNICEF, the Organization for Security and Co-operation in Europe (OSCE), the European Union and the Council of Europe. During that time, she worked inter alia in Afghanistan, Azerbaijan, Georgia, Kazakhstan, Moldova, Serbia and Ukraine. Dr. Paprocka wrote her PhD thesis on Afghanistan's political system, capitalizing on the experience she had acquired as a Political Affairs Officer at the United Nations Mission in Afghanistan. Since 2010, Daria Paprocka has been working as an electoral consultant, participating in a number of election observation missions of the OSCE Office for Democratic Institutions and Human Rights, in her capacity of Political & Campaign Finance Analyst or Deputy Head of Mission. Ms. Paprocka has also been working for the Council of Europe and the European Commission for Democracy through Law (the Venice Commission), providing advisory support to election management bodies. She specializes in electoral political economy analysis. Ms. Paprocka is a member of the Scientific

WHO WE ARE

Committee of the United Nations Institute for Training and Research in Malaga, Spain. In years 2016-2018 she taught, among others, Politics of Human Rights and Political Risk Analysis, at Marbella International University Centre.

FRANCK BALME - SENIOR ELECTORAL EXPERT



Franck Balme 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 CSOs and in establishing networks of domestic observation groups. Franck is an International Law Graduate and holds a Master in International Law and a second Master in International Management. In addition, he is a specialist in electoral observation and electoral technical assistance. Over the past thirteen years, he has acquired experience in a large number of ACP countries, including in post-conflict scenarios (such as Afghanistan and DRC), through appointments in UN, CoE, IFES, IOM and EU missions. Overall, Franck has participated in more than 25 electoral missions with responsibilities in field coordination, training delivery and management. His in-country experience includes Cambodia (2008), Nepal (2008 & 2002), Kosovo (2007), Mauritania (2007), DRC (2006), Haiti (2006), Ethiopia (2005), Afghanistan (2003-2004), Nigeria (2003), Kenya (2002-2003), Timor Leste (2001-2002), Ivory Coast (2000), Tanzania (2000). He was also the 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 as well as an accrediting LEAD facilitator.

AOUS QUTAISHAT - SENIOR ELECTORAL ADVISER



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

WHO WE ARE

VICTOR PEREZ SAÑUDO - SAFETY AND SECURITY ADVISER



With 25 years of experience on Law Enforcement, Police and Security; Victor Perez Sañudo was police specialist in explosive devices in year 1998. The international career of Victor starts in year 2001, within the United Nations Police, with positions such as: Liaison Officer to NATO and OSCE, Police Chief of Political Services and Elections Operations, Police Deputy Assistant Director for Operations and Deputy Chief of the UNMIK Counter-Terrorism Task Force. After these years, he held multiple senior positions in operations for the OSCE as Security Coordinator in Kosovo, for the EU as Security Coordinator and Security Expert in multiple countries, such as Sri Lanka, West Bank & Gaza, Egypt, Uganda, Bangladesh, Ecuador, Nigeria, Jordan, El Salvador, Paraguay, Honduras, Colombia, Philippines and Malawi, among others. From 2008 to 2015, he has worked worldwide for the European Law Enforcement Agency (EUROPOL), within the Operations Department-Counter Terrorism Unit, as Programme Manager for Improvised Explosive Devices (IED) and lately for Chemical, Biological, Radiological, Nuclear (CBRN) threats, too. Currently, he is working as STOC Subject Matter Expert on Law Enforcement and Home Affairs for the Joint Warfare Centre of NATO and he participates in the capacity building and certification of NATO HQs. He is assessor, evaluator and advisor for law enforcement agencies, as CEPOL External Expert and assessing the UAE Police Services, among others. Victor has provided training in multiple courses related with Operations, including EU projects, the German Centre for International Peace Operations (ZIF), and several universities, like the Spanish Diplomatic School. Víctor has contributed as Security Expert to the 2nd edition of the handbook for EU Election Observation and the Spanish Handbook of the Ministry of Foreign Affairs for Election Observers. Additionally, he was the Content Manager for the EU e-learning pilot course on security of the EU. Victor is an EFQM assessor, certified Risk Manager Professional with ISO 31000:2018 and Excellence evaluator.

ADINA BORCAN - SENIOR COMMUNICATION AND ELECTORAL EXPERT



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

Since 2013, Adina is also involved as editor in “Stiri pentru copii”, an on-line magazine. In this role, she organise media campaigns on children’s right as well as on the right to education. In 2015, Adina worked with ECES within the Project in Support of the Credibility and

WHO WE ARE

Transparency of Elections in Burkina Faso (PACTE-BF). In this context, she contributed as a LEAD facilitator to implement an intensive training process in Leadership and Conflict Management that contributed to train more than 460 people all across Burkinabe territory.

FABIEN MARIE - SENIOR ICT ELECTORAL EXPERT



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

ARBA MURATI - MONITORING AND EVALUATION EXPERT



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

HAJER MHEDHBI - FINANCE AND ADMINISTRATION MANAGER

Hajer Mhedhbi joined ECES team in Brussels in 2015 as Financial and Management Advisor. At ECES, she is in charge of finances - managing financial flows by carrying out budget

WHO WE ARE



monitoring according to the requirements of each specific contract. Hajer works in the area of financial management since 2008. She graduated from the Institute for Higher Commercial Studies/ Hautes Etudes Commerciales in Tunisia. She undertook the position of Finances and Administration Officer for companies in the private sector. Moreover, she 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 specialised in electoral processes.

ANNE MARIE EVRA BROU - FINANCE AND ADMINISTRATION MANAGER



Anne-Marie Brou currently serves as Finance and Administration Manager of the PEV-Ethiopia project and previously as Project Accountant for the European Centre for Electoral Support in Nigeria where she worked to oversee the establishment and proper maintenance of the finance and accounts in accordance with ECES and the European Union's financial rules and procedures, assist in project budget monitoring and revision, contribute to annual and periodic project's budget plans, daily maintenance of the finances journal (Cash and Bank books), operate the LOGISTICS module of

ECES using the Enterprise Resource Planning (ERP) software, operate banking transactions related to the project, including preparing bank transfer requests, submitting them to the bank, monitoring transfers and preparing monthly bank reconciliation statements and reporting, prepare periodic statement of expenditure reports and fund replenishment requests, carefully checking and inspecting all supporting documents, contribute to the use and maintenance of the project accounting information system, contribute to the preparation of external financial audits and project financial reports, monitor and ensure expenditure of project funding is made in accordance with Project SoPs and donor's procedures, and continuously improve systems & procedures to enhance internal controls to satisfy audit requirements. Prior to her engagement with ECES, she has had a combined professional experience spanning 13 years of experience working as a Financial Controller for a well-known worldwide construction company; Bouygues Construction. She also held the position of Finance, sales associate professional at EEAS - Delegation of the European Union to the Federal Republic of Nigeria and ECOWAS, and the position of Assistant to the Finance, Audit and Contract Department of the EU delegation in Abuja (Nigeria) where she gained the right skills as to coordinate EU policies. Her experience also includes working as Deputy Financial Controller at Bouygues TK and Bouygues UK, Ashgabat (Turkmenistan), Front Desk Officer at the Carlton Tower, London (United Kingdom), Secretary at Oracle Paris (France) as well as Telecommunications equipment operator at Nokia and CEGETEL both in Paris (France).

MARIO ORRU - PROJECT COORDINATOR

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

WHO WE ARE



Sciences, Mario worked with INGOs supporting civil society organizations in urban and rural settings in Central and Latin America. He was the Country Representative and Program Manager for an Italian NGO during three years in Brazil. Since 2008 Mario has worked in different capacities with different organizations as member of around 25 Election Observation Missions, having acted as Long-Term Observer, Observer Coordinator, Election Analyst, Liaison Officer and Operations Expert. Mario was the Carter Center EOM Field Office Manager in Mozambique in 2014. Mario has also worked as Logistic and Training Expert in an electoral technical assistance project. Apart from the degree, Mario holds an MBA and a Master in Geopolitics and speaks 5 languages.

FARES WERR - LOGISTICS COORDINATOR



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

SHAHRAZAD ABU TAYEH - ELECTORAL ADVISER



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

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:

- Innov-Elections - Delivering Electoral and Democracy Support under COVID-19: ECES Preparedness and Responses, 2020.
- Handbook 'Preventing and Mitigating Electoral Conflict and Violence', ECES and the Election Support Network of Southern Africa, 2017.
- Reflections on Election Conflict and Violence Prevention: Lessons from Southern Africa, ECES 2018.
- 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 Gumpfenberg; Contributors: Fabio Bargiacchi, Tim Baker, Igor Gaon, Marie Carin von Gumpfenberg, 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.
- 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

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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.ece.eu.



HOMAGE TO APOLLINAIRE MALUMALU

CO-FOUNDER AND FIRST ECES PRESIDENT, LATE ABBOT APOLLINAIRE MUHOLONGU MALUMALU



Abbot Malu Malu has been the co-founder of ECES with Fabio Bargiacchi and first president of the ECES Management Board from September 2010 till June 2013 when he was re-appointed Chair of the Independent Electoral Commission of DRC before his death.

He was a Catholic priest, an activist, and a statesman of the DRC. Among other positions, he was chairman of the Independent National Electoral Commission (INEC) during the 2005 Constitutional Referendum and the 2006 presidential election in the Democratic Republic of Congo and between June 2013 and October 2015.

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

He obtained a diploma of advanced studies in sciences, politics, philosophy and theology in Lyon. He also possessed a master's degree in human rights sciences, a doctorate in political science from the University of Grenoble-II (Pierre-Mendès-France University) in 1998 and another doctorate degree in Philosophy in 2013 at the Catholic University of Lyon.

Between 1993 and 1996, he was pastor of the parish of Monestier-de-Clermont, in the diocese of Grenoble. In 1997, he returned to the DRC, where he held the position of Vice Rector and then Rector at Graben University in Butembo. He was also president of the City's Urban Agriculture Consortium.

In 2003, he was appointed Expert in the Presidential Service of Strategic Studies attached to the Office of the President of the Democratic Republic of Congo, Joseph Kabila. Shortly after, he was appointed head of the newly established Independent National Electoral Commission, which oversaw the voter registration and the organization of the various successful elections held in the DRC in 2005 and 2006.

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

On 20 March 2008, he received a doctorate honoris causa from the University of Liège for successfully holding elections in the Democratic Republic of Congo, which was then a very politically unstable country. In December of that year was among the three candidates for the Sakharov Prize of the European Parliament that honours individuals and groups of people who

HOMAGE TO APOLLINAIRE MALUMALU

have dedicated their lives to the defence of human rights and freedom of thought. The other candidates were the Chinese and Byelorussian dissidents; Hu Jia and Alexandre Kozouline. The Prize went to Hu Jia .

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

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



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