The European Centre for Electoral Support (ECES) is a not for profit private foundation headquartered in Brussels with a global remit. ECES promotes sustainable democratic development through the provision of advisory services, election operations support and management of projects and large basket funds in favour of electoral processes worldwide. ECES works with all electoral stakeholders including electoral management bodies, civil society organisations and election observation platforms, political parties and parliaments dealing with electoral reforms, media, security sector and legal institutions tasked with electoral dispute resolution. One of ECES’ key areas of expertise is the prevention, mitigation and management of election related conflict and violence.

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

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

ECES embarked on its first real large endeavor at the beginning of February 2012 by delivering face-to-face and distance training to the ten electoral management bodies of the ECCAS (Economic Community of Central African States). ECES was also awarded a project to support the local elections in post-revolution Libya in two stages that entailed an operational phase and a dialogue process phased focusing on reconciliation of the war-torn country.
Seven years down the line, ECES is a well-established organisation that is proud of its roots and the course it has taken, the many challenges overcome as well as many of our mile-stone achievements. Our quest to deliver electoral assistance world-wide while promoting European values through a European distinct delivery mechanisms is constantly growing. As such, ECES is committed to continue contributing to democratic and electoral processes worldwide.

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

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

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

The following personalities contributed to the discussions: the newly elected presidents of the Central African Republic (CAR), Faustin-Archange Touadéra, and Burkina Faso, Roch Marc Christian Kaboré and youth activist Marouane Bakin, founders of «Makers of Hope for Human Rights».
High-level panel “Implementing Sustainable Development Goal 16 for peaceful and inclusive societies - Opportunities and challenges in the security and development nexus”, from the left: Marouane Bakin, President Roch Marc Christian Kaboré, HRVP Federica Mogherini, President Faustin-Archange Touadéra and Bénédicte Paviot (Moderator). As the previous year, ECES was selected to show-case its work during the European Development Days 2017 (EDD17). The ECES stand was built around the theme “The potential of EU Funded electoral assistance to support the prevention of election related conflict and violence: Lessons from the Southern African Region”. During EDD17, ECES pre-launched its handbook on the prevention of election related conflict and violence with case studies from the Southern Africa region. The handbook is the result of the research component of the regional conflict prevention project PEV SADC (Preventing Electoral Conflict in the SADC region www.pevsadc.eu) implemented by ECES since February 2013.

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

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

ECES forms part of the consortium that the European Commission has awarded the prestigious ‘Electoral Observation Democracy Support (EODS II)’ contract.

ECES boasts a wealth of experience and expertise in electoral support projects stemming from nearly all regions across the globe. During its 7 years of delivering electoral and democracy support, ECES has implemented activities in more than 40 countries mainly, but not exclusively, in Africa and the Middle East. In addition to that, the founders and personnel of ECES have acquired extensive field experience and, taken together, ECES can count on a specific knowledge bank from its well-established network in over 90 countries around the world.
ECES employs a balanced blend of highly skilled international, regional and national electoral experts to collaborate on our projects. ECES has thus far contracted more than 1000 persons, representing over 50 different nationalities.

Sustainability and local ownership of all ECES activities are essential. Capacity enhancing workshops of various themes covering the electoral cycle are offered by ECES, notably the training programme on Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD), Effective Electoral Assistance (EEA) and BRIDGE (Building Resources in Democracy Governance and Elections) has so far reached over 5000 persons.

As part of the on-going development of advisory services and operational support for all electoral stakeholders, ECES seeks to continuously facilitate exchanges of experience and explore new strategic partnerships with other international and regional organisations and networks in the democracy and electoral fields. ECES’ currently network of funding, strategic and implementing partners amounts to over 80 diverse organisations and institutions worldwide.

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

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

> 70
Contracts signed since December 2010

> 40
Countries where ECES implemented its activities

> 1200
International & National Personnel recruited

> 60
Different nationalities contributing to ECES projects

> 6000
People trained (LEAD, BRIDGE, EEA and Election Observation)

> 20
Strategic partners Worldwide

> 50
Implementing partners Worldwide

> 20
Donors (EU, EU member States, Intl Organisations, EMBs)
When implementing projects, ECES focuses on:

- **Integrating electoral support into wider democratic and development efforts**, such as parliamentary development, anti-corruption, empowerment of marginalized groups, education, combining access to the rule of law, security and justice;

- **Enhancing national and local capacities**, linked to the regional and global level through projects geared towards South-South cooperation, peer reviews and exchange of experiences.

- **Using strategic operational and financial planning tools** to support phased approaches within the electoral cycle and the identification of clear-cut indicators to ensure appropriate monitoring and attainment of results.

- **Increasing support to regional and national schools of electoral administration** and to the development of academic curricula concerning electoral studies, including distance education and eLearning programmes based on sustainable and cost-effective communication technologies.

- **Promoting synergies** between election observation on one hand and electoral assistance on the other, encouraging the use of observation findings and recommendations as the starting point for the formulation of new interventions.

- **Developing leadership and conflict management skills** for electoral stakeholders to better deal with complex multifaceted challenges of organising and managing electoral events in a sometimes unpredictable and volatile environment.
**OUR KEY ACTIVITIES**

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

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

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

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

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

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

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

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

**Religious networks and association mapping and inter- and intra-faith dialogue, with potential to counteract extremism and radicalization:** inter-and intra-faith dialogue has the potential to deal effectively with political and electoral challenges, and contribute to the progress of democratization and peaceful conduct of elections in ways that will give meaning and direction to followers of different faiths, anchored in religious guidance. In this context, pro-peace messages can be conveyed through education, public information and religious media. Intra-faith dialogue is meant to explore ways how to bridge potential divides between the direction of moderate groups and new emerging groups especially youth groups.
**Crisis management/mediation process with key electoral stakeholders including political leaders:** support various local forums such as a panel of influential persons including nationals and senior mediation and conflict management expert who can advise and support the panel. The panels are meant to engage in structured political dialogue on various levels, to eventually be linked and constitute a broad platform to which an extended group of key players can plug into. In this context, ECES can prepare the secretariat for various local panels and provide inputs and guidance as needed in case an electoral crisis emerges.

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

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

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

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

**Electoral Political Economy Analysis**: such analysis has the potential to improve the awareness and understanding of underlying political and economic power dynamics in any given context and how these define stakeholder behaviour and policies. By extension, it addresses the linkages and implications that the relationships between citizens and elected institutions can have in the introduction of change, reform and in the effectiveness and impact of development, not the least programmes to promote the consolidation of democracy and security. ECES’ political economy methodology has a built-in electoral focus that helps us predict trends at grassroots level including societies susceptibility to radicalisation, causes of voter apathy and more.

**Development of innovative Information and Communication Technologies (ICTs) user-friendly solutions and applications adapted to electoral support**: technology can be a strategic asset for supporting electoral assistance related activities. In this regards, ECES developed a set of digital instruments such as the Electoral Translator, which allows to access an accurate translation of electoral terminology, interactive resource management software as well as transparent and reliable systems for the transmission of election results.

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

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

ECES boasts a wealth of experience and expertise in electoral support projects ranging across the globe. In addition to the foundations direct management of projects in some 40 countries, ECES’s founders and personnel have harvested field experience in over 70 countries worldwide.
ECES cooperate with several donor organizations in order to fund activities whereby the European Union and Member States of the European Union are the predominant donors and collaborators thus far. Overall, ECES has collaborated with, and been funded by, more than 20 different donors. Here below is a description of some of ECES’s most notable projects, while a comprehensive list of all projects is available on www.eces.eu/projects

Project in Support of Enhanced Sustainability and Electoral Integrity in Afghanistan (PROSES)

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

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

The overarching implementation strategy will be in line with the values of the European Response to Electoral Cycle Support (EURECS) crafted by ECES. The EURECS is an innovative delivery mechanism to implement electoral and democracy assistance activities that are consistent with European values and EU policies and targets the implementations of the recommendations of EU election observation missions in favour of beneficiary countries partners of the EU. EURECS adopts an inclusive approach towards a wide range of electoral stakeholders in order to ensure comprehensive and sustainable actions and it is built to help prevent, mitigate and manage electoral related conflicts.

European Resource for Mediation Support III (ERMES III)

Since its beginning in 2014, European Resources for Mediation Support (ERMES) has proven to be an extremely useful tool for the EU role in mediation and dialogue. This action aims to build on the successful experiences of the “ERMES I” and “ERMES II” and provide a tool for the EU to advance its objectives and role in the field of mediation and dialogue. ERMES has been successful in meeting the need of providing experts in the context of changing timelines and under short notice, proving its great level of flexibility and responsiveness both in the selection and mobilization 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), in close consultation with the EEAS’ 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.
The project EU-SDGN – Support to Independent National Electoral Commission (INEC) is part of a broader EU programme in Nigeria of five components as follows: Support to INEC; Support to the National Assembly; Support to Political Parties; Support to Media; and Support to CSOs. The project contributes to the reinforcement of democracy in Nigeria through building strong, effective and legitimate democratic institutions. In particular, the projects aims to 1) enhancing the capacities of the INEC and other electoral stakeholders to deliver effectively; 2) strengthening INEC’s strategic planning, policy framework and operational capacity; 3) enhancing INEC’s internal communication and strengthening the institutional mechanisms to engage with stakeholders. The design of the EU-SDGN project was undertaken in close cooperation with all relevant electoral stakeholders in Nigeria, taking into account the findings and recommendations of the latest EU EOM, as well as INEC internal review and report on the 2015 general elections. Furthermore, the project is built upon European Response to Electoral Cycle Support Strategy.
The Swiss Embassy for Madagascar, Comoros and Seychelles granted financial support to ECES to help 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, as stated by Mr. Gorka Gamarra, ECES Project Manager in Comoros, "female candidates for elected positions are relatively few: for the elections of the Union’s Assembly, only 8 out of 213 were women candidates (3.76%) and despite the massive participation of women to the polls, which reached 48% in the last elections, out of 33 deputies only one is a woman". Following the last electoral cycle (2015 – 2016) the country was ranked last among the African Union countries on this matter. In this context, the financial support of the Swiss Embassy provides a direct support to the National Commission of Gender and contributes 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 currently PACTE III. This project aims 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 enables the production and the publication of a book compiling interviews with twelve Comorian women who have significantly influenced the political landscape of the country and beyond. Awareness tools will also be produced, especially for young people. Awareness raising materials will be used during a nation-wide tour in the high schools of the sixteen prefectures of the country. This initiative will involve women who shared their experiences in the book. Through this project, ECES - in partnership with the Swiss cooperation - aims to contribute to making the Comorian electoral process and political arena more inclusive.

ECES is the consortium leader of the European not for profit organisations that contribute to the implementation of the programme “EU Support to Jordanian Democratic Institutions & development”, funded by the EU. The following organisations are part of the consortium: European Partnership for Democracy (EPD); Netherlands Institute for Multiparty Democracy (NIMD); Westminster Foundation for Democracy (WfD) and the French Agency for Media Cooperation (CFI). This project, which is meant to run for a minimum of 4 years, is crafted to comply with EU priorities and methodology for democracy and electoral support and is based on the European Response to Electoral Cycle Support Strategy (EURESC). The overall objective of the action is to support Jordan’s reform process towards 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: 1) strengthen the functioning of the House of Representatives (HoR) in exercising its core parliamentary functions in a professional, accountable and transparent manner, 2) 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; 3) support the political party system in contributing to democratic governance and policy making. The main beneficiaries of the project are the HoR, the IEC, the Judiciary, the Ministry of Political and Parliamentary Affairs (MoPPA), political parties, women and young in leadership positions, media houses and their owners/journalists involved in democracy and political reporting.

EU-JDID, EU Support to Jordanian Democratic Institutions & Development (EU-JDID)
 OUR MAIN PROJECTS

Preventing Electoral Violence in Madagascar (PEV-Madagascar)

This project, financed by the EU Instrument Contributing to Stability and Peace (IcSP), is based on the lessons learned from the projects led by ECES in the region, and is aimed at consolidating the achievements and establishing continuity with 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 prevent electoral conflict and possible violence and to support civil society and other key actors in promoting a peaceful and inclusive electoral process. The projects seek to achieve this goal by reinforcing the mediation capacities of civil society and other key electoral stakeholders through dialogue and collaboration in electoral conflict and violence prevention. In this context, PEV-Madagascar aims to establish a conflict prevention mechanism as an early warning and rapid response tools. The project also aims to promote dialogue initiatives among the civil society, the electoral administration and security forces in order to support mutual trust and understanding. As quality and objective information is a key tool in promoting tolerance and peace, PEV Madagascar supports conflict-sensitive journalism and media monitoring.

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

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

The specific objectives are to:

- Develop and implement voter awareness and education campaigns;
- Reinforce the institutional communication of the DGE;
- Reinforce leadership and conflict management capacities of electoral stakeholders (LEAD training) as 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, for which ECES is finalizing the procedures, the Project will continue to support political dialogue between national electoral stakeholders, mainly through three major pillars:

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

Among others, the main activities of the EODS II project will be to further develop methodological and training tools; to address new challenges for EU EOM methodology; to carry out studies/researches on election topics and methodological issues. EODS II will ensure targeted briefings for EU EOMs Core Teams and for potential Chief Observers (COs) and for EU Delegation officers and will provide Support/advise mechanism to EU EOMs. Furthermore, the project will provide assistance and advice on the communication, outreach and visibility strategy for EU EOMs and it will establish regular and close cooperation with other international or regional organisations and networks.

EODS’ experts provided by ECES and the Osservatorio di Pavia have long-standing and consolidated experience in elections; therefore, they will ensure a complementary pool of know-how for an holistic and multifaceted project implementation. The lead technical backstopping of the project’s 3 years is ensured by ECES.
Support to the of National Election Observation and Democratic Advocacy in Gabon

The Project in Support of National Electoral Observation in Gabon, funded by the EU, aims to contribute to the integrity of the national electoral process by supporting credible, professional and transparent election observation activities, democratic advocacy and political dialogue. In particular, the project aims at implementing activities to support electoral observation through the development of a methodology inspired from regional and international best practices and to support capacity building with regards to democratic advocacy. Capacity building activities are focused on the monitoring of the electoral cycle (implementation of the recommendations and the consolidation of the lessons learned during the presidential elections of August 2016) and on facilitating the set-up of inclusive political dialogue at the national level. Advocacy initiatives in favour of inclusive political dialogue aim to raise the awareness of national electoral and political actors with regards to: 1) the importance of an inclusive national dialogue for identifying a shared solution to contribute to the credibility of future elections; 2) the importance of securing a framework/space for dialogue for all national actors involved in the political and electoral process, in order to enhance the democratic culture based on dialogue and mutual trust.

PEV SADC – Preventing Electoral Violence in the SADC

This ongoing project, launched in February 2013, is implemented by ECES in the Southern African Development Community (SADC), in collaboration with the Electoral Institute of Sustainable Democracy in Africa (EISA) and the Southern African Development Community Election Support Network (SADC-ESN). The overall objective of the project is to support key players in preventing electoral violence and conflict, by reinforcing civil society organisations across the SADC that are also members of the regional SADC-ESN network. The PEV-SADC project is built on a two-tiered approach, which foresees a comprehensive capacity development scheme for civil society, electoral management bodies and other electoral stakeholders on the one hand, and a research component that is meant to harvest first hand data on election related violence and conflict that in turn will be fed into an Observatory. The Observatory of electoral violence, along with the research work and the awareness rising activities contributes to prevent and mitigate electoral violence while advocating for legislative enforcement of electoral dispute resolution mechanisms. The SADC region includes Angola, Botswana, Democratic Republic of the Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe. Project website: www.pevsadc.eu
PARCAN I was an EU-funded project built to contribute to the consolidation of the democratic legitimacy in Guinea Conakry, through the strengthening of the administrative and management capacities of the National Assembly. Launched in May 2014 with an initial expected duration of five months, the project was subsequently extended until the spring of 2015. The project succeeded in enhancing the National Assembly’s capacities in addition to contributing to citizen awareness raising campaign. Through the delivery of technical support and capacity development activities, the project contributed to the strengthening of two management units within the National Assembly: Human Resources and Finance & Administration. PARCAN II is the extension of the previous PARCAN project. The project, also funded by the EU, aimed at further consolidating the achievements of PARCAN, while continuing to reinforce the democratic legitimacy in Guinea Conakry through the strengthening of the National Assembly’s capacities. PARCAN II was launched in May 2015 and it ran for the course of 6 months. The project, in accordance with its predecessor, continued to implement capacity building activities to the benefit of the National Assembly as well as citizen awareness raising campaigns. Additional information available on ECES website: www.eces.eu/posts/parcan-guinea

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

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

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

PACTE GUINEA I & II: Programme Supporting Credibility and Transparency of Elections in Guinea Conakry
PACTE-Madagascar – Project in support of the Credibility and the Transparency of the Elections in Madagascar

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

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

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

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

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

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

**Electoral technical assistance to the CENA in Benin**

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

**SUDEL I & II - Supporting Democracy in Libya**

SUDEL I - Supporting Democracy in Libya was EU-funded project that was implemented throughout the territory of Libya with a unique approach which brought together initiatives of dialogue and reconciliation and capacity development for civil society and electoral stakeholders. SUDEL promoted the strategic linkage between countrywide national reconciliation initiatives between national leaders. It also supported the momentum for dialogue among communities at the local level. The overall objective of the SUDEL Project was to support reconciliation processes and democracy-building in Libya. In the context of the local elections of 2012, the specific objectives of SUDEL were to strengthen the involvement of Libyan stakeholders in democracy-building, to provide operational and technical support to the organisation of local elections and to promote dialogue among political stakeholders as well as citizens’ engagement in the political life of their Country. The project was implemented by a consortium headed by ECES, which included Club de Madrid (CdM), Netherlands Institute for Multiparty Democracy (NIMD) and the European Partnership for Democracy (EPD). SUDEL II - Increase Assistance to Local Electoral Process was also a project funded by the EU. This project, which started in August 2012, aimed to reinforce the assistance provided by the project in support to the local elections in Tripoli and in other towns and cities in Libya. The aim of this second component of the SUDEL project was to to organize the procurement of electoral material for local elections in Benghazi and in eight other Libyan towns and to continue to provide technical assistance and support to local electoral processes. Additional information available on ECES website: [www.eces.eu/posts/sudel](http://www.eces.eu/posts/sudel)
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 supporting the Democratization Process in Sudan, named "Implementing a Bridge Strategy and Training on Leadership and Conflict Management Skills for Electoral Administrations (LEAD) in Sudan". The overall objective of this component was to strengthen and improve the Sudanese National Electoral Commission’s capacities and support the cooperation among multiple electoral stakeholders for future elections. Through an intense collaboration between the NEC and ECES’ Arabic speaking experts, the Sudanese electoral officers were exposed to new approaches in the organisation and planning of elections, which, among other things, contributed to the improvement of their working methodology with regards to registration, gender awareness and electoral management design. SDP Sudan aimed at strengthening the leadership capacity and the internal management skills of the NEC; supporting voter education and public information activities; providing the NEC with the necessary tools and the adequate trainings to act in an independent and impartial manner while becoming involved in training their peers at local and regional level. SPD Sudan also supported transfer of knowledge to local stakeholders and created a sustainable national pool of experts in civic and voter education, leadership development and prevention of electoral violence. Additional information available on ECES website: www.eces.eu/posts/sdp-sudan
Capacity development is one of ECES’ main fields of expertise. ECES believes that dissemination of knowledge and sharing of lessons learnt among diverse electoral stakeholders and practitioners establishes a fertile growing ground for further systematized exchange between stakeholders that otherwise only interacts ad-hoc. To this aim, ECES delivers courses both in the framework of its projects and as open enrolment courses. ECES organises the following training programmes:

- 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 organizations in the framework of their projects. Within the trainings covering the electoral cycle offered by ECES, notably the training programme on Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD), on Effective Electoral Assistance, BRIDGE and Election Observation, from February 2012 until May 2017, more than 5000 persons have been trained.

Master in Electoral Policy and Administration (MEPA)

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

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

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

This online Master Programme, at the moment available only in English, is based on the 2014 International IDEA designed ‘Model Curriculum – Master of Electoral Policy and Administration’ and on the concept of the ‘electoral cycle approach’ as presented in the Methodological Guide of Electoral Assistance of the European Commission and the Handbook on Electoral Management Design of International IDEA. MEPA is hosted in the e-learning platform developed by the United Nations Institute for Training and Research.
The average duration of the Programme is one year. Students may opt to complete the degree within a longer timeframe. However, the maximum duration of the Programme should not exceed two years. Individual modules are also available, leading to the attainment of a Certificate of Completion of the specific module taken. MEPA is composed of an online component (nine months) and an optional residential component at the Scuola Superiore Sant’Anna in Pisa, Italy (up to three weeks). A maximum of 67 academic credits are awarded upon successful completion of the Master Programme. Two to four academic credits are awarded for individual modules.

The main educational goals of the MEPA are as follows:

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

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

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

ECES-SSSA signed already an agreement with the Independent Election Commission of Jordan (IEC) for selected senior electoral administrators to enroll at the MEPA and take part in other activities. The trilater 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)'.

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

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

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

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

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

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

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

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

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

- identify operational vulnerabilities;
- highlight opportunities for improvement;
- place a greater emphasis on leadership communication and management of change;
- create a framework to evaluate services provided to citizens and all electoral stakeholders;
- promote a culture of continual improvement.

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

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

The majority of ECES' Senior Staff have been trained by IEAB, thus enabling ECES to support and accompany electoral management bodies in their certification process.
The Effective Electoral Assistance training course focuses on the recent policies and developments in the field of electoral assistance and election observation. Organized on annual bases by ECES and the Istituto per gli Studi di Politica Internazionale (ISPI), the ISPI Advanced Diploma on Effective Electoral Assistance introduces participants to the evolution of electoral support, from its very beginnings to its latest developments. This excursus provides, among other things, an opportunity to emphasise some of the main features of electoral support, such as the ‘Electoral Cycle approach,’ ‘Electoral Observation’ and ‘Media Monitoring’.

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

The training programme in Effective Electoral Assistance has been developed to maximize the learning outcomes using interactive and participatory learning techniques for adults. The course is adapted to electoral administration and electoral support. Elections have in fact been widely accepted as an essential part of democratic processes to the point that an effective management of the electoral process is considered crucial for fostering democracy and preventing the outbreak or recurrence of conflict and violence.
Among ECES personnel there are also several BRIDGE accrediting and accredited facilitators. Consequently, within the capacity development component of its projects geared at ensuring sustainability and ownership of results, ECES also delivers BRIDGE specific modules and BRIDGE ‘Train the Facilitators’ (TtF) workshops.

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

BRIDGE has four main objectives:

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

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

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

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

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

- Following the participation of ECES to the 2nd A-WEB General Assembly and conference in Dominican Republic and the signature of the Memorandum of Understanding between ECES and the Association of World Election Bodies (A-WEB), a series of LEAD trainings will be organized to further strengthen the capacities of A-WEB members, namely high officials of EMBs from all over the world.

- DIPLOCAT Election Observation Training, Barcelona, Spain: the Public Diplomacy Council of Catalonia (DIPLOCAT) teamed up with ECES and the Barcelona International Peace Resource Center (BIPRC), to design and conduct a DIPLOCAT Election Observation (DEO) training for Catalonia’s citizens.

- Conference: “The Economic and Politic Transition in the Arab Countries of the EU Southern Neighborhood Area” (La transition politique et économique dans les pays arabes du voisinage Sud de l’UE), Brussels, Belgium: ECES and the Egmont Royal Institute for International Relations organized this seminar within the context of the work of the Research Group of the Institute for European Studies of Saint-Louis University - Brussels.

- Second General Assembly of the RECEF (Réseau des Compétences Electorales Francophones), Bamako, Mali: ECES representatives were invited to the event, followed by a two-day seminar on the “Consolidation and Professionalisation of Electoral Management Bodies”.

- Conference: “Developments in the countries of the Arab Spring: What political and economic progress can be expected? What is the role of the EU and its policies?”, Brussels, Belgium: Saint-Louis University - Brussels and ECES organised this seminar at the University Institute for European Studies with the aim of bringing together high-level experts to review developments in the Arab countries, in the aftermath of the Arab Spring.

- Debate on the recommendations of EU Election Observation Missions, Brussels, Belgium: The European Parliament invited ECES, at its request, to participate in the debate focusing of the recommendations formulated by EU Election Observation Missions. On this occasion, ECES representative illustrated how the recommendations of the EU Election Observation Missions are perceived and implemented by EMBs.
As part of the on-going development of advisory services and operational support in favour of all electoral stakeholders, ECES is actively seeking to add to its existing network of implementing and strategic partnerships with international and regional organizations and networks involved in electoral assistance.

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

**Funding Partners**

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

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

Funding Partners by N° of Contracts

- EU
- EU Member States (Austria, Denmark, French, Germany, Luxembourg)
- USAID
- Canada
- Australian Aids
- Regional Networks involved (ie. Association of World Election Bodies, Organisation Internationale de la Francophonie, Réseau des compétences électorales francophones, Ecole de Formation Electorale en Afrique Centrale etc).
- Other organizations and associations involved in election and democracy support.
- Election Management Bodies.
- Electoral and Consulting Firms.
- Universities (ie. ISPI, LEAD Barcelona, Diplocat, European Inter-University Center For Human Rights and Democratization, etc).
Strategic and implementing partners are essential to further consolidate ECES ambition to strive to reach new highs within the field of electoral assistance and democratic support. All strategic partnerships have evolved by identifying an intersection of mutually shared interests, namely enhanced effectiveness, precision and overall performance of electoral administrators and electoral stakeholders conducting elections through a wide range of target activities that ECES and its partners are able to achieve by working together. The shared vision behind all strategic partnerships is thus to maximise the added value of each organisation in view to develop innovative and effective actions and strategies to deliver electoral support.

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

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

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

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

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

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

Conakry and Zanzibar.
During the European Development Days 2017, the President of ECES, Monica Frassoni, and the Director of The Center for Electoral Promotion and Assistance (CAPEL), Jose Thomson, signed a Memorandum of Understanding between the two organizations, ensuring closer cooperation and coordination in electoral support within Latin America, North America, and the Caribbean regions. CAPEL is a specialized program of the Inter-American Institute of Human Rights (IIHR www.iidh.ed.cr). IIHR/CAPEL serves as the Executive Secretariat of the associations of electoral bodies, to which almost every electoral body in Latin America, North America and the Caribbean belongs. CAPEL/IIHR is in charge of providing electoral technical assistance and support EMBs and cooperation among them in order to promote free, credible and transparent electoral processes. ECES and CAPEL collaborate to formulate and implement new projects in support of democratic and electoral processes in the region. Through this partnership, ECES and CAPEL share their networks, their experiences and the lessons learned from implementing projects, with the aim of providing effective electoral assistance to EMBs and tailored support to electoral stakeholders, such as national electoral observer groups, parliaments, political parties, civil society organisations etc.

In this context, ECES developed a milestone partnership with the Association of World Elections Bodies (A-WEB www.aweb.org), a network with 106 member organizations (EMBs) from 102 countries that strives to strengthen the capacities of electoral administrations and contribute to the improvement of election management in each country via peer reviews and support of partners. The secretariat of A-WEB is held by the EMB of Korea, while the Presidency is hold by the EMB of Dominican Republic and the Vice - Presidency is hold by the EMB of Romania. The board of AWEB is composed by the EMBs of: Brazil, Moldova, Burkina Faso, Albania, Argentina, South Africa and Kyrgyzstan. Within the context of this major partnership, ECES and AWEB joined their efforts to organise trainings aimed at further strengthening the capacities of A-WEB members, namely high officials of EMBs from all over the world. Moreover, both organisations are actively engaged in supporting ICTs development for facilitating the access to electoral knowledge. Furthermore, ECES and AWEB actively contribute to discuss, share ideas and debate on how to make elections around the world fairer and more inclusive. In this context, ECES has been invited to the Seoul International Forum on Elections, one of the major event in the election management community calendar.

ECES is also partner with Collateral Creation (www.collateralcreation.com), a production agency of documentary and artistic content merging expertise and visual creativity. Starting from specific issues, collateral creations proposes a tailor-made and original visual and analytical approach aimed at informing citizens, supporting awareness raising activities and facilitating strategic decision. ECES and Collateral Creations collaborated within the context of the projects SDP Sudan, PACTE-Madagascar and INCIPALS for the development of innovative informative and awareness raising material as well as for the development of audio-visual material based on an artistic-documentary anthropological methodology.
ECES is a member of the European Partnership for Democracy (EPD www.epd.eu) and is part of its Board of Directors. EPD can be said to be the most important network of European civil and political society organizations working on democracy assistance. EPD is the first Community of Practice on democracy assistance operating at the EU level advocating for a stronger presence of democracy support on the European Union's agenda and facilitates the exchange of knowledge and best practices in democratic transformations around the world. Apart from ECES, EPD is composed by the following members: the European Association for Local Democracy (ALDA www.alda-europe.eu), the Association of European Parliamentarians with Africa (AWEPA www.awepa.org), Club of Madrid (CdM www.clubdemadrid.org), DEMO Finland (www.demofinland.org), the Eastern Europe Studies Centre (www.eesc.lt), Elbarlament (www.elbarlament.org), the Netherlands Helsinki Committee (NHC www.nhc.nl), the Netherland Institute for Multiparty Democracy (NIMD www.nimd.org), People in Need (www.clovekvtisni.cz), the Universidade Católica Portuguesa (UCP www.ucp.pt) and ONE WORLD (www.onewold.org), Westminster foundation for Democracy (www.wfd.org) and the French Media Cooperation Agency (http://www.cfi.fr/en).

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

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

Within the context of media support, ECES is partner with the French Media Cooperation Agency – CFI (www.cfi.fr), the development cooperation agency of the Ministry of Foreign Affairs and International Development in charge of coordinating and implementing French development policy in favour of south media landscapes. ECES and CFI collaborate within the context of current and future projects, to implement capacity building, awareness-raising and information activities. They also collaborates to provide advisory services for national media and all electoral stakeholders involved in electoral process.
ECES works in close partnership with like-minded partner organisations to implement our electoral support projects and activities and achieve our goals, always to the benefit of electoral stakeholders. We also consider project’s beneficiaries as partners in advancing electoral practices and processes throughout the electoral cycle approach.

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

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

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

ECES remains committed to adopting innovative ways to incorporate new partnerships at the global, regional and local level. For the exhaustive list of our partners, visit ECES website: www.eces.eu/collaborating/network-and-partners
ECES is registered as a private not for profit foundation headquartered in Brussels with the business number 829998514 and with the Belgian VAT number BE0829998514. Given the size our organisation, the annual accounts, after being externally audited, are submitted to and published by the National Bank of Belgium. ECES' accounts of 2011, 2012, 2013, 2014 and 2015 have been audited and submitted while the ones of 2016 are on the process of being finalised and will be audited in the first quarter of 2017, in accordance with the standard calendar of Belgian authorities.

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

ECES has developed a quality financial management strategy through its long standing collaboration with PME-Conseils, which is a company specialised in accounting, business management and taxation, set up in 1987 in Brussels. PME-Conseils is ISO 9001 certified and specialised in financial management support of not for profit organisations. In short, besides the usual services in the area of accounting, administration and taxation specific to non-profit associations and other organisations in the non-profit sector, PME-Conseils supports ECES in carrying out:

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

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

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

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

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

ECES is also supported by FoxConcept, a Brussels based information technology company led by three men. With over 13 years of experience in B2B IT support, they provide support in these following areas : user support, network, equipment, servers, anti-virus, backup, cloud, VoIP and domain names.

Foxconcept supports the maintenance of computers on demand or on the basis of periodic contracts. Their remote maintenance solutions guarantee a fast response and a high level of availability of systems. They specialize in SME infrastructure maintenance, telecommuting, VPN, and their collaborative work solutions are based primarily on Microsoft products.

Foxconcept is a referenced partner at Microsoft.

They offer hardware solutions tailored to their clients needs and can deliver your server, storage unit, computer, peripherals, printer, consumables and organize the recycling of these.
Insurance Support

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

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

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

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

**AIG**

Because ECES is a growing organisation under the point of view of the nancial turn over and the average size of its activities, ECES, ECES Board Members and ECES partners need to be effectively protected from legal risks related to the performance of ECES Board members. In this context, ECES contracted AIG Ltd ([www.aig.com](http://www.aig.com)) to provide ECES Board Members with a solid protection from claims brought against them for alleged breach of duty, negligence, misstatements, errors or omissions and other legal risks related to the performance of their functions and duties. The total amount ensured for ECES Board Members is 4 million EUR. AIG is a leading international insurance organisation serving customers in more than 100 countries and jurisdictions.

The experts at GardaWorld security consulting are ready 24/7 to help ECES plan for and respond to security challenges and crises. As a worldwide leader in global security services, GardaWorld’s highly trained and qualified personnel will support and protect your project activities, your staff and your assets when and where you need them most. Whether in a high risk conflict zone or ordinary day-to-day operations, GardaWorld’s security services are there to keep us safe. We work on behalf of our partners to manage reputation, enhance project outcomes, secure a safe workspace and allow colleagues and leaders to focus on improving daily operations.
ECES considers evaluations, projects’ verification of expenses and external audits as occasions to further improve the implementation of activities in line with an effective financial management. Each project is constantly monitored throughout its life time using a set of auditing, financial and management benchmarks. ECES does this also via a specifically designed internal tracking software system where for each expense all the scanned supporting documents are stored in the software. Each expense, along with all the supporting documents scanned, is linked in the software to specific budget lines of the approved budget, thus allowing constant control of the level of expenses and preparing the ground for the final expenses verifications and external audits.

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

- The verification of expenses for the Project ‘Eu Support to Jordanian Democratic Institutions and Developement’ was carried out by **Moore Stephens**
- The verification of expenses for the Project ‘EU Support to Democratic Governance in Nigeria’ was carried out by **Moore Stephens**
- The expenses verifications for the Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar – PROPEL were carried out by **Moore Stephens**.
- The Project for Citizens’ Initiative for Peace Building, Leadership and Stability (INCIPIALS) in Madagascar is audited by **PriceWaterhouseCoopers (PWC)**.
- The expenses verifications for the Project in support of the Benin Electoral Commission were carried out by **Moore Stephens**.
- The Project in Support of the Transparency and Credibility of the Elections in Burkina Faso (PACTE-BF) is audited by the international company - **2 AC Associés Audit & Conseil**.
- The expenses verifications of ECES’ Project in Guinea Conakry, PARCAN I and II and the Programme in Support of the Transparency and Credibility of the Elections in Guinea (PACTE-Guinea) were carried out by - **Auditeurs Associés**.
- The Project Preventing Electoral Violence in the Southern African Development Community (PEV-SADC) was audited by **KPMG** and **Delta/Deloitte**.
- The Project in Support of the Transparency and Credibility of the Elections in Madagascar (PACTE Madagascar) and the Project in Support of Transparency and Credibility of Electoral Process in Union of Comoros (PACTE-Comores I and II) were audited by **Delta/Deloitte**. PACTE Madagascar was also externally audited by **Ernst & Young**.
- The expenses verifications for the Project in Support of the Libyan Forum of Civil Society (LFCS) and the project in Support of the Democratisation of Libya (SUDEL I and SUDEL II) were carried out by **KPMG** while **PriceWaterhouseCoopers (PWC)** carried out the three external audits for the same projects following the request of the EU.
External evaluations are undertaken at mid-term and/or at the end of the project according to specific contractual agreements. External evaluations provide objective verification of results and technical advice on project implementation. Moreover, they develop a global overview on project management and they contribute to internal project assessment.

Here below some example of external evaluation of ECES projects:

- Final evaluation of the Project in Support of National Electoral Observation in Gabon;
- Final evaluation of the Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar - PROPEL
- Final Evaluation of the Programme in Support of Credibility, Transparency of Election in Guinea Conakry (PACTE-Guinea II);
- Final Evaluation of the Project in Support of a Peaceful and Inclusive Electoral Process in Zanzibar (PROPEL);
- Final Evaluation of the Project Participe – Cabo Verde: Support to the Strengthening of the Civic Participation in Elections;
- Final Evaluation of the Project in Support of the Transparency and Credibility of the Elections in Burkina Faso (PACTE-BF);
- Final Evaluation of the Citizens' Initiative for Peace Building, Leadership and Stability Programme in Madagascar (INCIPALS);
- Final Evaluation of the Programme of Support to the Credibility and Transparency of the Elections in Comoros Islands (PACTE II Comoros);
- Mid-term External Evaluation of the Project in Support of the Transparency and Credibility of the Elections in Burkina Faso (PACTE-BF);
- External Evaluation of the Programme in Support of the Transparency and Credibility of the Elections in Guinea (PACTE-Guinea);
- External Evaluation of Project in Support of Transparency and Credibility of Electoral Process in Union of Comoros (PACTE-Comoros I);
- External Evaluation of the Project in Support of the Transparency and Credibility of the Elections in Madagascar (PACTE-Madagascar);
- External Evaluations of the Projects SUDEL I & II - Supporting Democracy in Libya and WON FOR LYBIA - Supporting the Libyan Forum for Civil Society.

The external evaluations of ECES’ projects are available at the following link: www.eces.eu/evaluations-audits
Here below are the biographies of the members of the Management Board, Management Unit and some of our senior and operational experts in the field.

**Monica Frassoni**  President of the Board

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

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

Monica Frassoni’s involvement in youth policies continued when she was appointed president of the European Co-Coordination 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 Ecologic’s list, as the first non-Belgian politician to be elected under a Belgian political party’s colors. During that legislature, she was a member of the Commission for Constitutional Affairs, and a substitute member of the Committee on 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.

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

Monica Frassoni also took part of the executive of the Parliamentary Network on the World Bank (PNoWB) in 2006. From 2002 to 2009, she held, with Daniel Cohn-Bendit, the co-Presidency of the Green/EFA Group, a political group in the European Parliament containing green, regionalist and nationalist political parties. Later, she became the co-President of the European Green Party in October 2009. In 2014, she was re-elected as co-president along with Reinhard Bütikofer.

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

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

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

She often publish 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 is ECES Vice President and former high level EU Official.


In addition to this, he acted as:

- Head of Unit at the EU HQ in charge of relations with Southern Africa, PALOP (Portuguese speaking countries in Africa and Timor Leste, CPLP - Community of Portuguese Speaking countries (09/2006 - 08/2008).
- Head of Unit at EU HQ for Pan-African Affairs (02 – 08/2006).
- Head of EU Humanitarian mission (ECHO) for Caucasus (Russia – Ingushetia, Chechnya, Dagestan – Armenia, Azerbaijan and Georgia) – 1994.
- Professional engineering and project management in various countries, such as: Portugal, South Africa, Mozambique, Saudi Arabia, 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, Russian. He also has a fair knowledge of Dutch, Afrikaans, Norwegian and Macedonian.
Fabio Bargiacchi is the Executive Director of ECES and member of ECES Management Board since August 2011. In this period, he led ECES to be one important actor in the electoral support field at European and global level. He has a wealth of experience throughout the years and in different senior positions, such as Senior Election Operations Expert, Training/Reporting Advisor and Coordinator of EU Election Observers and through long-term assignments in Central African Republic, Zimbabwe, West Bank and Gaza, Zambia, Kenya, Nigeria, Haiti, Tanzania, Democratic Republic of Congo, Suriname and Indonesia. Fabio has a deep understanding of project cycle management, particularly in Democratic Governance, through his long-standing experience working for the European Commission at the EU Delegation in Maputo (Mozambique) from 2001 to 2003 and at the EU Headquarters (in EuropeAid) in Brussels between 2004 and 2006.

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

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

In the last 12 years, Fabio has authored, coordinated, co-authored and contributed to a series of election-related publications and papers:

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

**Eva Palmans**  Board Member and Head of Programmes

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

**José Lambiza**  Board Member and Head of Finance and Administration

José started to collaborate with ECES in 2015, within the context of the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF), as Expert in EU Project Management Expert. José then joined the ECES team in Brussels as Head of Finance and Administration. José has consolidated and extensive experience in contract and financial management of services, supplies contracts and grants schemes from administrative, financial, implementation, and monitoring aspects, based on the most updated PRAG procedures. José 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, José developed a solid expertise in supporting the planning, implementation, management, control assessment and completion of national and regional projects. José is an accredited trainer in financial and contractual procedures in the framework of the European Development Fund. José has a specific professional experience in the African context, in particular, he worked in Angola, Mali, Mozambique, Niger, Guinea Bissau, Ethiopia and Kenya. He has a Master Degree in Economics - “Comparative Analysis of the Local Public Accountancy in Europe” from the Université Libre de Bruxelles (ULB) and a Diploma in Financial Analysis - “Primary Market for Equity and Initial Public Offerings” from the Inter-University Centre in Financial Analysis in Belgium.
WHO WE ARE

Lino Francescon  Board Member and Head of External Relations

Lino is the Head of External Relations and Senior Training Advisor at ECES. Lino has been a civil servant for the European Union for 28 years and worked at the Directorate-General for External Relations (DG RELEX) of the European Commission from 1983 to 2010, and at the new European External Action Service (EEAS) during the course of 2011 before retiring. He was in charge of the training of EU Officials, Contractual Agents, Junior Experts in Delegations (JED), Seconded National Experts (SNE), local staff and interns assigned to the 140 EU Delegations in EU partner countries. In addition, he was responsible for the organisation of seminars for Junior and Senior Diplomats of Member States’ Foreign Ministries and for the European Diplomatic Programme (EDP) created in 2000 by the Council of the European Union. He works at ECES since 2012 ensuring constant liaisons and interactions with all EU institutions. He provides senior advice to ECES for all training and capacity development activities. In collaboration with the Saint Louis University in Brussels, he leads the organisation of an annual high-level large conference concerning mainly EU related issues to peace, security and democracy. Lino serves also as First Secretary of the Sovereign Order of Malta’s EU Representation, one of the most ancient Catholic Religious Orders. In this role he contributed to implement the EU programmes and projects across the globe.

Andebrhan Welde-Giorgis  Board Member

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

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

**Camille Rouaud** Programmes Coordinator

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

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

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

Vera Lourenço Senior Programmes Advisor

Vera, collaborated with ECES’s projects in the field, and has joined ECES Headquarters in 2016 in the role of Senior Programmes Advisor. Vera is also acting as Project Director of “Support of National Electoral Observation in Gabon”. Over the past five years, Vera has participated in a number of election observation missions as core team member mainly in Africa (Togo, Ghana, Ethiopia, Algeria, Mali and Tunisia) with the European Union and the National Democratic Institute (NDI). Within the context of these missions, she trained and coordinated all international observers deployed in country. In addition to that, Vera took part in electoral assistance missions in Guinea and Sierra Leone. Within the context of these professional experiences, she was responsible for analysing and reporting on election administration, legal framework, political parties and candidates, human rights, media and civil society. More recently, Vera worked as Gender and Youth Analyst for NDI and as Political Analyst for the EU. Within the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF), Vera contributed, in the role of LEAD facilitator, to implement an intensive training process in Leadership and Conflict Management that contributed to train more than 460 people across the Burkinabe territory. Furthermore, she also contributes to the implementation of activities of the Project “Participate” in Cape Verde and in the Programmes in Support of the Credibility and Transparency of Elections in Guinea (PACTE-Guinea I and II) as Senior Electoral Expert. Vera has a B.A in Political Science, and a Master in Applied Political Science from the Institute of Political and Social Sciences of Lisbon University (Portugal).
Gorka Gamarra holds a Degree in Law from the Public University of the Basque Country and a Masters in International Law University in Belgium. He has worked over the last fifteen years in good governance, transitional justice and access to justice programmes for international organizations such as UNESCO, UNDP, the OCDE, among others, as well as for non-governmental organizations mostly in Africa (post-genocide Rwanda and Guinea-Bissau).

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

He is currently the Head of Project in the Comoros, where he is working on electoral and democratization assistance issues for ECES.

Nicola Canarozzi has extensive experience in the operational, contractual and financial management of different initiatives and programmes funded by the European Union. He has been working with the European Union since 2000 both in Delegations (South Africa and Niger), as programme manager in the area of good governance and reform of public administration, and in the European Commission HQ, namely within the Service for Foreign Policy Instruments (FPI 3 – Common Foreign Security Policy operations - former DG RELEX A3). As programme manager within FPI 3 he was responsible for the administrative and financial management of two Common Security and Defence Policy operations: the European Union Police Mission in Bosnia and Herzegovina and EUJUST-Lex Iraq.

Nicola’s professional experience within the EU CFSP/CSDP framework continued also on the ground, namely within the EU Co-ordinating Office for the Palestinian Police Support (EUPOLCOPPS) in Ramallah, where he was Head of Mission Support from 2011 to 2015. In this role he was coordinating the administrative functions of the Mission i.e.: Finance, Procurement, Logistics and Transportation, Human Resources, Information Technology and Communication, Software development. During the last two years Nicola served as Head of Procurement sector in the EU Agency for the operational management of large scale IT systems in the area of freedom, security and justice (eu-LISA). This last post enhanced his expertise in the area of procurement and contractual management of very complex and high amount IT projects and systems (tender procedures and contracts up to 200 Millions euro).
Dominique Weerts Senior Electoral/Governance Expert

Dominique served as Project Director of the Programme in Support of the Credibility and Transparency of Elections in Guinea (PACTE-Guinea I and II). Previously, he was the head of the Projects in Support of the Strengthening of the capacities of the National Assembly of Guinea (PARCAN I and II). He holds a degree in journalism. He began his career as a communications director for a company specializing in automatic identification. He then joined the midst of non-profit organisations in restructuring the sector of youth organisations in Rwanda, Burundi and Haiti. Back in Europe, he was appointed to the Ministry of International Relations of the Walloon Region and the Brussels-Wallonia Federation, where he worked to finalize the cooperation agreements between the two regional entities and their partners in many Caribbean countries of sub-Saharan Africa and Asia. He then worked as the Executive Director of Network Coordination Francophone Belgian NGOs for Development (NCCD). He later joined the Office of the President of a French political party where he was responsible for issues related to asylum, migration, international relations and cooperation. He also acted as political secretary in the Belgian Senate. Dominique is currently an expert for the International Association of Francophone Mayors and works with the Policy Support Committee for Africa and the Caribbean (CAPAC-University of Liège). In this role, he has conducted several missions to support decentralization and monitoring electoral process in the Democratic Republic of Congo and Burundi.

David Le Nôtre Project Director of PROSES Afghanistan

David is the Project Director of the EU Project in Support of Enhanced Sustainability and Electoral Integrity in Afghanistan (PROSES). David served as Project Director of the Project in Support of the Credibility and Transparency of Electoral Process in Comoros (PACTE-Comoros II). Within the context of PACTE-Comoros I, David acted as Electoral Expert. Prior to that, David was Chief electoral Officer for the United Nation Mission of stabilization in Haiti (MINUSTAH) to provide technical assistance to the Provisional Electoral Council. Before to his service in Haiti, he served as Regional Coordinator in the Democratic Republic of Congo for the Presidential Elections in 2006, and as Head of regional office for the United Nations Office for Project Services (UNOPS), for the 2005 Legislative elections in Afghanistan. David also worked for the International Organisation for Migration (IOM) as Head of office in the Islamic Republic of Iran for the Out of Country Voting program and as Chief Operations for the Iraqi National Assembly election in Paris. From 2000 to 2004, David worked as Senior Transition Officer for the Organisation for Security and Cooperation in Europe (OSCE) in Kosovo. David holds a Master degree in History/International Relations.
Luis Castellar Senior Governance & Electoral Advisor

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

In terms of specific country knowledge, Luis has developed an important knowledge of the Afghan electoral process, having been involved as EU Election Observation Mission (EU OEM) Core Team member during the 2009 Presidential and provincial elections, having performed as 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 OEM, 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.

Carlotta Ferrero Senior Mediation & Dialogue Advisor

Ms Carlotta Ferrero holds a Master’s degree in law and a post graduate diploma in management of development. She has sixteen years of professional experience in peacebuilding and conflict prevention with emphasis on legislative, judicial and correctional reform; security sector reform with particular attention to Disarmament Demobilization and Reintegration-DDR, and democratization process, including electoral support in Southern Sudan. Most of her career has been spent in the field where she was based for a total of 11 years. She has worked in Albania, Afghanistan, Azerbaijan, Jordan, Pakistan, Southern Sudan, and Somalia/Kenya. She has worked for the European Commission, the United Nations, the World Bank, the Italian Ministry of Foreign Affairs/DGCS, INGO and International Foundation. She has extensive experience in programme management, including needs assessment, programme formulation, implementation, monitoring and evaluation. Building the capacity of local authorities, communities and CSOs was one of her core activities, with special attention to peace dialogue. In addition she has organized and delivered several training courses on peacebuilding, conflict prevention, justice reform and human rights; women’s rights and prevention of Gender-based Violence; reform/training on media and conflict/gender sensitive reporting- in multiple locations. Carlotta last assignment was with the Geneva Centre for Security Policy as Head of the Peacebuilding Cluster providing technical inputs in several peacebuilding courses and international conference on conflict prevention and peace process.
Adolfo Cayuso Senior Electoral Expert

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

Franck Balme Senior Electoral Expert

Franck collaborated with ECES within a number of projects, notably the Project in Support of the Credibility and Transparency of Elections in Burkina Faso (PACTE-BF). He is a specialist in providing targeted support and specialised assistance to domestic observer groups and civil society organisations and in establishing networks of domestic observation groups. Franck is an International Law Graduate and holds a Master in International Law and a second Master in International Management. In addition, he is a specialist in electoral observation and electoral technical assistance. Over the past thirteen years, he has acquired experience in a large number of ACP countries, including in post-conflict scenarios (such as Afghanistan and DRC), through appointments in UN, CoE, IFES, IOM and EU missions. Overall, Franck has participated in more than 25 electoral missions with responsibilities in field coordination, training delivery and management. His in-country experience includes Cambodia (2008), Nepal (2008 & 2002), Kosovo (2007), Mauritania (2007), DRC (2006), Haiti (2006), Ethiopia (2005), Afghanistan (2003-2004), Nigeria (2003), Kenya (2002-2003), Timor Leste (2001-2002), Ivory Coast (2000), Tanzania (2000). Recently, he was the Domestics Observers and Regional Network coordinator for the Brussels-based NEEDS project, a position he held from 2008-2012. Franck is an active member of the ACE Electoral Knowledge practitioners’ network and a semi-accredited BRIDGE facilitator.
Martina Garbuglia
Coordination Advisor

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

Aous Qutaishat
Senior Electoral Advisor

Aous Qutaishat currently holds the position of chief technical adviser to the program since July 2017, also holds the position of senior advisor to the chairman of the Independent Election Commission on policy, special projects and international cooperation issues amongst other, previously he also served with the IEC as a senior advisor to the Chairman’s Independent Election Commission on Policies, Institutional development and International cooperation, 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 and stays updated on all new policies and procedures As well as international best practices relevant to his profession. He has the ability to analyze policies to look for ways to make improvements and to help develop new policies that meet the organization’s objectives.

Aous has been a member of the IEC team since May 2016 and has contributed to the 2016 elections organization and management and also that of the 2017 elections.
Zage Filipowski Senior Project Officer & Coordinator Advisor

Zage Filipowski has been dedicated to developing democratic institutions including support to Electoral Administration, Local Government, Ministries and Parliament Mostly in South East Europe but also in Africa and Kaukazus. He is Accrediting BRIDGE and LEAD facilitator also UNHABITAT Elected Leadership trainer. He is committed in researching and developing more effective coaching and influencing techniques and methods. Change does not happen overnight. He has designed and developed number of training curricula including training videos and online trainings. More than 1.600 persons benefited from his trainings acquiring new skills and changing their attitudes. He has started his career as a leader of reputable civil society organization, ODIHR elections monitoring and OSCE programme officer also working as consultant with many other organizations such are UNDP and CoE.

He holds MSc and MBA from University of Ljubljana focussing of developing Authentic Leadership and Positive Psychological Capital in Learning Organizations.

Valdiodio Ndiaye Electoral Advisor

Valdiodio Ndiaye is a senior electoral expert with a solid experience of more than fifteen years. He is specialized in the essential components of electoral processes in Africa (research, observation, audit of electoral lists, analysis, monitoring of electoral violence, media monitoring and civic education) and peacebuilding. He has collaborated with almost all regional and sub-regional institutions in various African countries (Madagascar, Gabon, Tunisia, Nigeria, Côte d’Ivoire, DRC, Congo Brazza, Mauritius, Comoros, Mali, Mauritania, Liberia, RCA, Guinea, Togo, Guinea Bissau and Burkina Faso) () including électoral assessment missions. In Senegal in the last five years he was a member of the committee for the review of the electoral code. For the 2017 electoral process, he is a member of the committee responsible for the partial revision of the electoral roll.

As a member of the Collective of Senegalese Civil Society Organizations for the Elections, he coordinated technically and operationally the vast program of citizen observation in 2012 which mobilized more than 4000 observateurs during the presidential and legislative elections. Valdiodio Ndiaye is also part of the West African Coalition of Human Rights Defenders.

He is a BRIDGE accredited Trainer. And has a a specialization in administration, finance and personnel management as well as in parliamentary law.
WHO WE ARE

Khaldoun Dudin Senior ICT Electoral Expert

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

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

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

He is currently part of “Electoral Observation Democracy Support (EODS II) project team in the role of ICT coordinator. In addition to this, Khaldoun is part of “Enhanced Support to Democratic Governance in Jordan” project team. In this context, he acts as Senior ICT, electoral operations and voting system expert.

Mamadou Bocar Niane Senior Electoral Advisor

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

He is a member of the technical commission for the review of the electoral code and of the technical committee for the international audit of the Senegalese electoral register.

Mamadou Niane 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.
Agung Putranto Senior ICT and Graphic Expert

Agung Putranto has a solid IT and design professional experience that consist of proficient use of softwares such as Print and Web Design. Agung also holds many international certifications such as: Adobe Certification (ACE), Cisco Certified Network Associate (CCNA), Microsoft Certified Desktop Support and other Technical Support certification and assistance to users. During his professional career, Agung collaborated with major companies such as Samsung, Shell, ASUS, Hewlet-Packard, ConocoPhilips, Coca Cola, etc.. In this regards to the electoral field, since 2004 he has participated in several Electoral Observation Missions of the EU to Indonesia, East Timor, Aceh and Nepal. Agung also worked as Technical Operations and Logistics Expert with the International Organisation for Migrations, the United Nation Development Programme and EuropeAid.

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

Philippe Galabert Senior Administration and Finance Expert

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

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

**Debi Gayibor** Finance and Administration Officer

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

**Madjiguene Thiam** Project Officer

Before joining ECES, Madjiguene worked for a italo-belgian consulting firm, specialized 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 organizations, 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 internationalization of several Italian companies in Africa, managing especially the contractual part with governments and donors. Madjiguene managed the participation of several African countries (Burundi, Democratic Republic of Congo, Madagascar, 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 at the Università degli studi di Milano and holds a BA in International Science and European Studies and two MAs in International Relations - with specialization in diplomacy and international cooperation - and in Strategic and Military Studies.
Wilson Manji Election & Communication Officer

Manji Wilson currently serves as Electoral Administration Expert for ECES under the EU-SDGN project. Under the supervision of the Project Director and ECES Executive Director, he functions as a National electoral advisor vested with the responsibility for 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 (EUEOM), Nigeria, the Project based staff/ Media Monitor/Analyst/Logistics Assistant familiarizing 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. 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 strategies with respect to women, youth, IDPs and People with Disabilities inclusion in democratic processes as Project Volunteer/ Coordinator among others.

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

Please find below some examples of publications:


- **Reflections on Election Conflict and Violence Prevention: Lessons from Southern Africa, ECES 2018**

- **Election Conflict Prevention Handbook from Southern Africa, ECES 2017**

- **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.**


- **Eritrea at a Crossroads: A Narrative of Triumph, Betrayal and Hope, Andebrhan Welde Giorgis, Strategic Book Publishing, 2014.**


- **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.**

• **The Electoral Cycle Approach: Effectiveness and Sustainability of Electoral Assistance**, Fabio Bargiacchi, Ricardo Godinho Gomes and Mette Bakken, Istituto per gli Studi di Politica Internazionale- ISPI, 2011.

• **EU and Peace building, Policy and Legal Aspects**, Editors: Steven Blockmans, Jan Wouters, Tom Ruys; Contributors: Patrick Dupont, Francesco Torcoli and Fabio Bargiacchi (Part IV. Rule of law, democracy and human rights, Ch. 13 The European Union and electoral support), University of Leuven, TMC Asser Institute, 2010.


For the exhaustive list of publications, please visit ECES website [www.eces.eu/publications](http://www.eces.eu/publications)
“Our strengths lie in the deep knowledge of electoral matters coupled with extensive comparative experiences of ECES team but also and foremost in the passion and commitment we put in our work to support electoral processes worldwide.

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

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

Fabio Bargiacchi, ECES’ Executive Director