



Fabio Bargiacchi, Executive Director

Delivering Cascade Training for Sustainability and Peer Exchanges

24th Annual Conference and General Assembly Meeting of the ACEEEO

9-11 September 2015, Chisinau, Moldova

What we do

ECES is a not for profit foundation that promotes **sustainable** democratic development through advisory services and operational support in favour of **all electoral stakeholders**, including:

- Electoral management bodies (EMBs)
- Civil society organisations
- Political parties and parliaments
- Media
- Security forces
- Legal institutions engaged in electoral dispute resolutions

What we do

In our work, we always set out to safeguard a number of **principles** that are meant to give a deeper value to the implementation of our activities in electoral support.

Some of those are:

- Social and Political Economy Analysis
- Promote Political Dialogue and Contextualized Capacity Development
- Support Women's right and Youth Empowerment in participation and representation in electoral processes
- Implementation of the Electoral Cycle Approach for Sustainability

The added value of our approach

The added value of our approach is to **support in a sustainable way electoral processes and reforms** targeting the necessary national ownership required for any sustainable reform process.

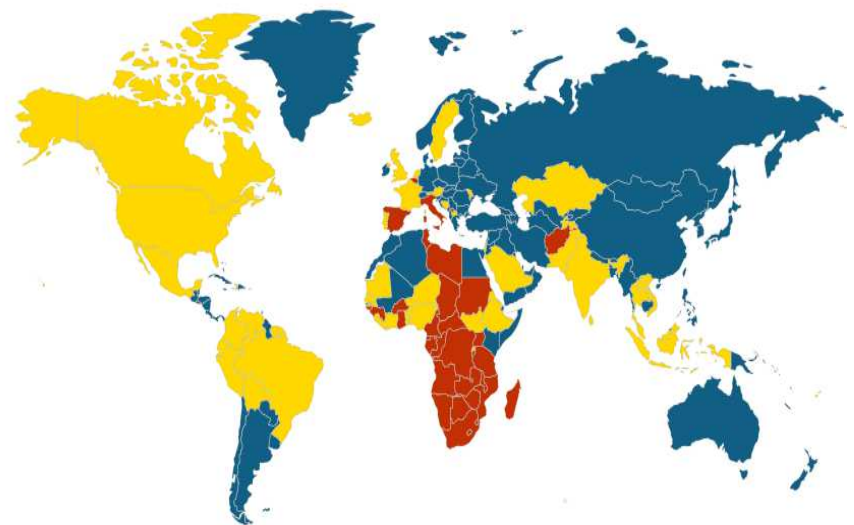
Therefore, we focus our attention in **supporting inclusive capacity development activities**

Limited actions in time because the ultimate role of electoral assistance providers is to promote **Knowledge Transfer and Peer Exchanges and not to self replicate**

Where we work

ECES was established in 2011 by a group of experts in elections and politics with the clear ambition to become the centre of reference mainly for European Union Institutions and its Member States for the provision of electoral support

Since February 2012, ECES has signed **more than 60 contracts** in support of transparent, credible and inclusive electoral processes in more than **35 countries, with activities concentrated in Europe, Middle East and mainly Africa.**



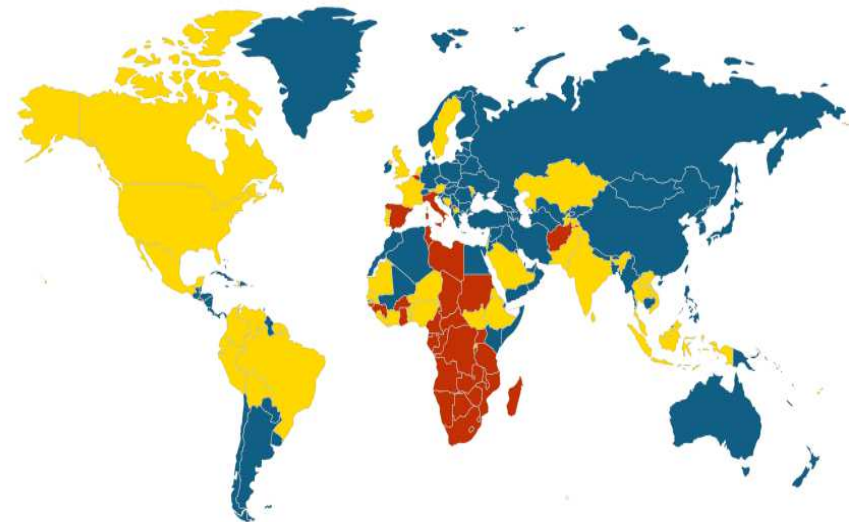
ECES Implemented Projects & Activities

ECES Staff Previous Experiences

Where we work

In addition to that, the founders and personnel of ECES have acquired extensive field experience and, taken together, ECES relies on a well-established network in over **70 countries** world wide.

Now that ECES is well consolidated and organized to respond to all demand from the EU and its Member States we are opening up to other regions such as Eastern Europe, South East Asia and Latin America



ECES Implemented Projects & Activities

ECES Staff Previous Experiences

Electoral Stakeholders' trainings

- ✓ **Effective Electoral Assistance**
- ✓ **Election Observation for Domestic Observers**
- ✓ **Operational Training for Pollworkers**
- ✓ **BRIDGE** - Building Resources in Democracy Governance and Elections
- ✓ **LEAD** - Leadership and Conflict Management for Electoral Stakeholders
- ✓ **Media Monitoring** trainings and activities

Leadership Matters

The following extract from the European Union Election Observation Mission in Guatemala offers a pertinent **example of how leadership skills are fundamental, especially in the context of electoral confrontation.**

EU observers emphasized that the “***lack of strong leadership in handling political issues [...] have been corrosive to the TSE public image***”.

As a consequence, the TSE’s actions and behaviour undermined public perception of its integrity.

Leadership Matters



ALL elections present complexities that require leaders to be ready to use and manage their leadership skills in the best way.

LEADERSHIP CAN BE LEARN AND TOUGHT, **electoral stakeholders can be supported in the process of optimizing their personal and interpersonal qualities through a combination of best practice and training.**

Leadership Matters



Leadership is not merely embodied in the behavior of those who occupy a position of power or authority, but also in the aptitude of a group of people working to encourage a positive change.

.



LEAD History 1/2



The conceptualization of the ***Leadership and Conflict Management Skills for Electoral Stakeholders (LEAD)*** course was developed by ECES with funding from the European Union together with the Center for Creative Leadership (CCL)

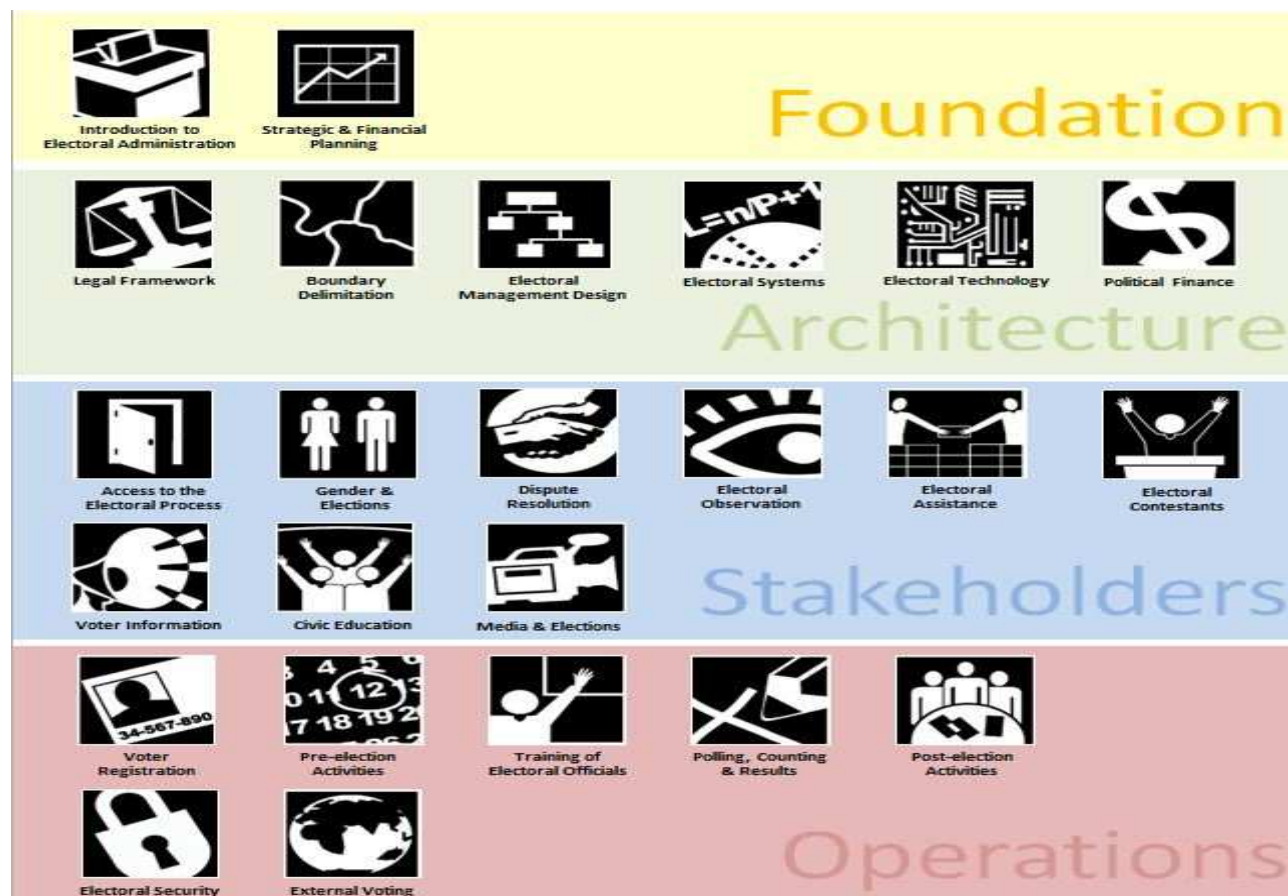
While delivering capacity development strategies also using the BRIDGE curriculum we realized the need for a specific course on leadership development for the management and mitigation on election-related conflicts and potentially election violence and intimidation

A course targeting more the personality and self conception of leadership within the role and responsibilities that each electoral stakeholders has within the electoral process



EUROPEAN CENTRE
FOR ELECTORAL SUPPORT

LEAD History 1/2

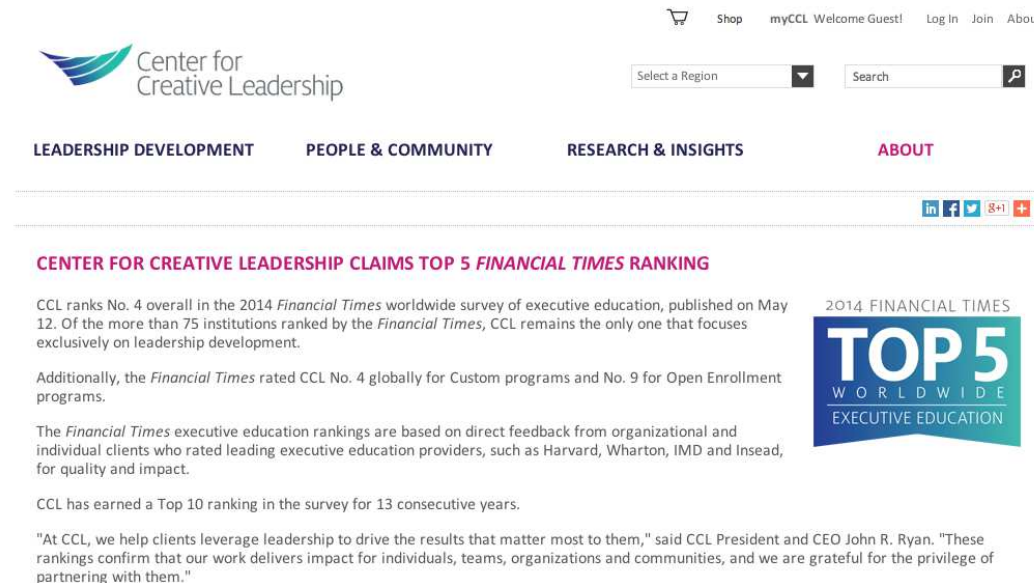


LEAD History 2/2



In light of this gap, ECES and CCL set out to integrate these themes with the leadership ideas. The result was a program aimed at building capacities at the intersection of electoral administration, conflict management, and leadership.

CCL's leadership courses have been selected by the Financial Times as one out of five top executive education courses world w



The screenshot shows the CCL website with a navigation bar including links for Shop, myCCL, Welcome Guest!, Log In, Join, and About. Below the navigation bar is a search bar and a dropdown menu for "Select a Region". The main content area features a headline "CENTER FOR CREATIVE LEADERSHIP CLAIMS TOP 5 FINANCIAL TIMES RANKING" and a sub-headline "2014 FINANCIAL TIMES TOP 5 WORLDWIDE EXECUTIVE EDUCATION". The text of the article states that CCL ranks No. 4 overall in the 2014 Financial Times worldwide survey of executive education, published on May 12. It also mentions that CCL remains the only one that focuses exclusively on leadership development. Additionally, the Financial Times rated CCL No. 4 globally for Custom programs and No. 9 for Open Enrollment programs. The article concludes by stating that CCL has earned a Top 10 ranking in the survey for 13 consecutive years.

LEAD Participants



While delivering LEAD courses, EMBs themselves asked to include in the target audience of this programme all the others representatives of **electoral stakeholders of a given electoral process**, namely:

- Media
- CSOs engaged in election observation/civic education
- Political parties
- Security Forces
- Religious groups
- Responsible Institutions for Electoral Dispute Resolutions

Joint Customization

All LEAD Trainings begin with a customization phase

This crucial stage ensures that the course and contents are specifically adapted to its future beneficiaries and to the context in which it will be carried out.

New modules can be incorporated to address particular concerns



LEAD Content



- The **leadership role in the framework of crisis and conflict prevention** during the electoral cycle the **role of electoral stakeholders in mitigating electoral related conflicts**
- **Electoral cycle and its fragile steps:** the relation between electoral conflicts violence and the Electoral Cycle, the main actors, the methods and targets for each phase of the electoral process
- **Election related conflict and civic unrest:** identify potential areas and types of conflict during the electoral cycle.

LEAD Content



- **Conflict management:** the approach toward receiving feedbacks and how to implement them in the framework of constructive work
- **Conflict prevention and management strategies** and how to implement them.
- **Mediation and de-escalation of conflict :** techniques and skills in managing and mitigating conflicts seeking a win-win interest based solution.

LEAD Content



- **Exploring individual and organisational leadership:** triggers of leadership skills and resources to cope with pressuring more situations
- **Stress Management Techniques**

LEAD and Conflict Management



LEAD brings together a wide range of stakeholders in a safe and conducive forum and learning environment. Recreate in vitro the same interactions during election period, at national, provincial, districal and polling station level.

It has proven to be the case in some countries, that **LEAD training programmes** are the only occasion where stakeholders, oftentimes the main protagonists, come all together ahead of elections.

Not only are **LEAD participants toolboxes enhanced** in essential conflict management and leadership skills, but **the forum itself becomes a platform for dialogue before, during and after elections**

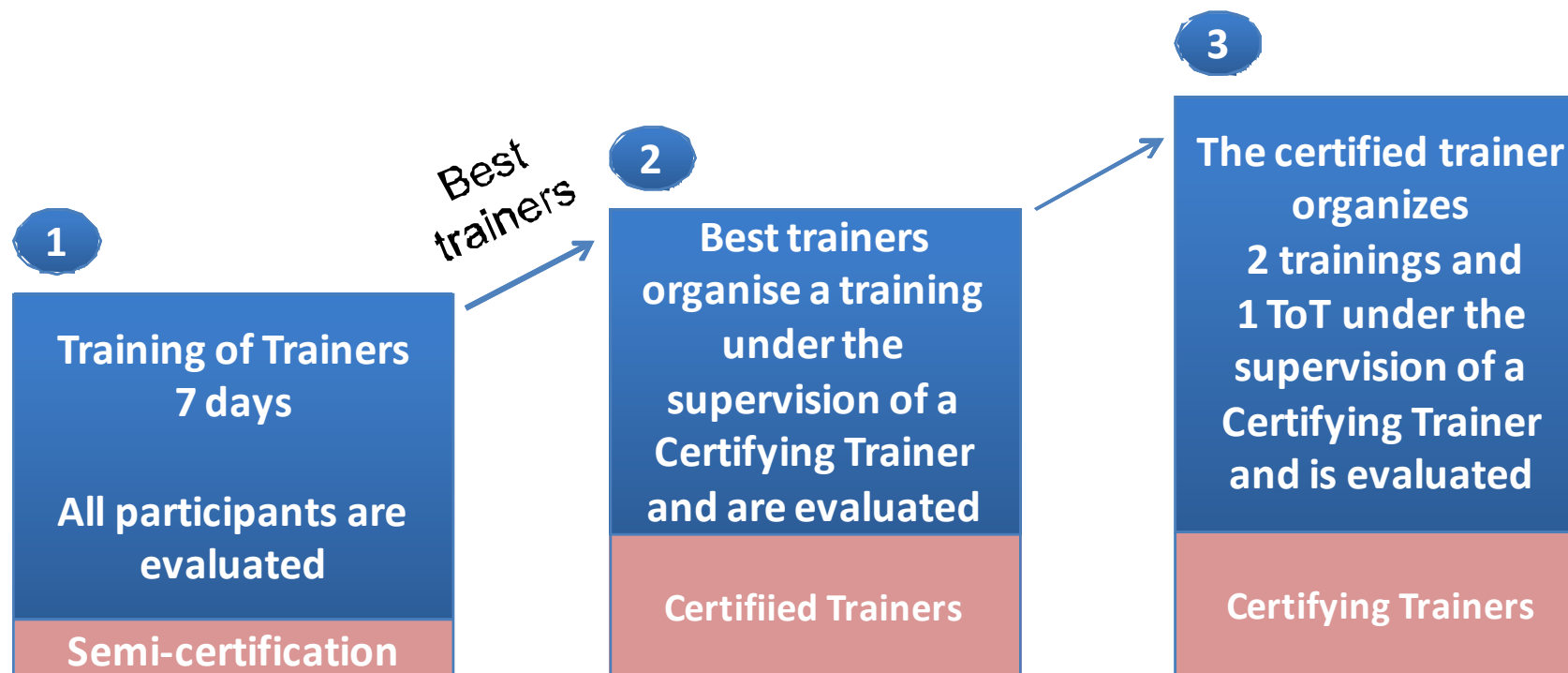
LEAD And Dialogue Initiatives

LEAD Trainings constitute an entry point or “space” to address several interlinked conflict processes from a dynamic point of view.

Therefore, **conflict processes** that takes place concurrently with the electoral cycle are **analyzed** and subsequently **addressed as a part of more extended processes** rather than a series of events.

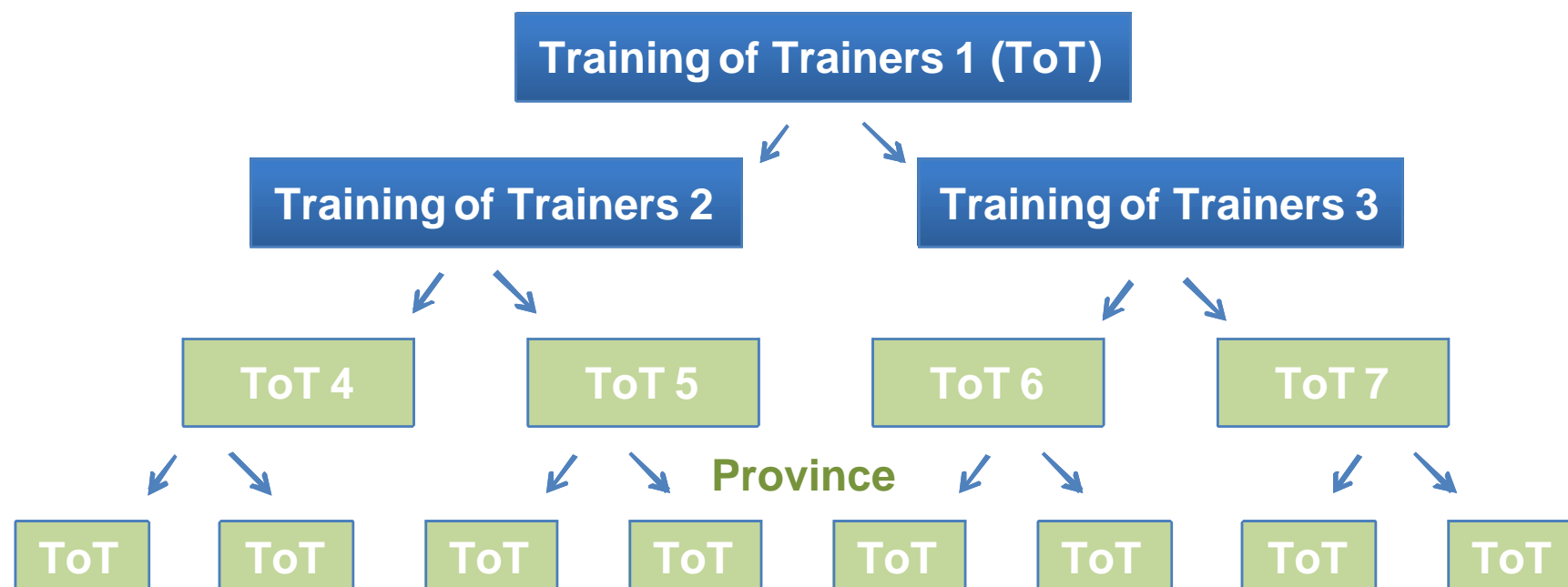
LEAD Certification

Trainers Certification: 3 steps



LEAD CASCADE Training

Cascade Training



LEAD CASCADE Training



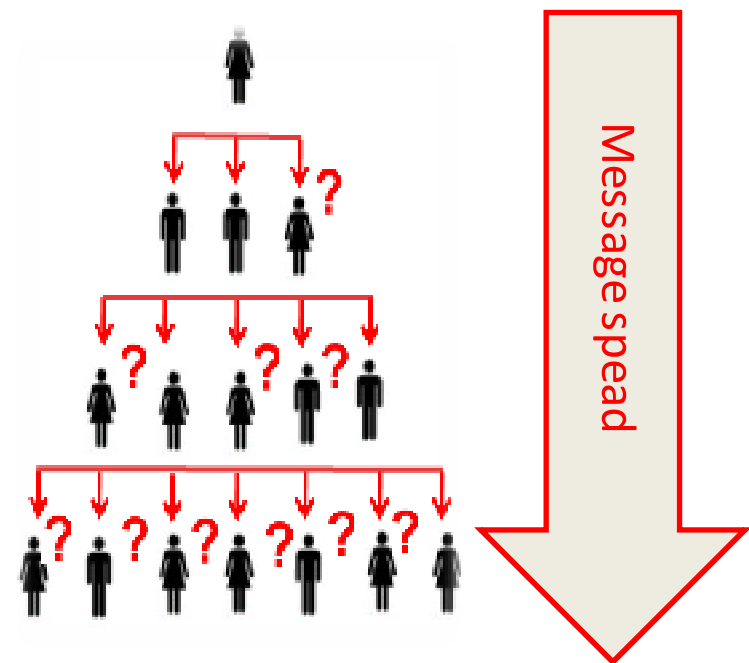
Following an intensive training process, consisting of **one LEAD Training of Trainers** and **15 LEAD Cascade Trainings**

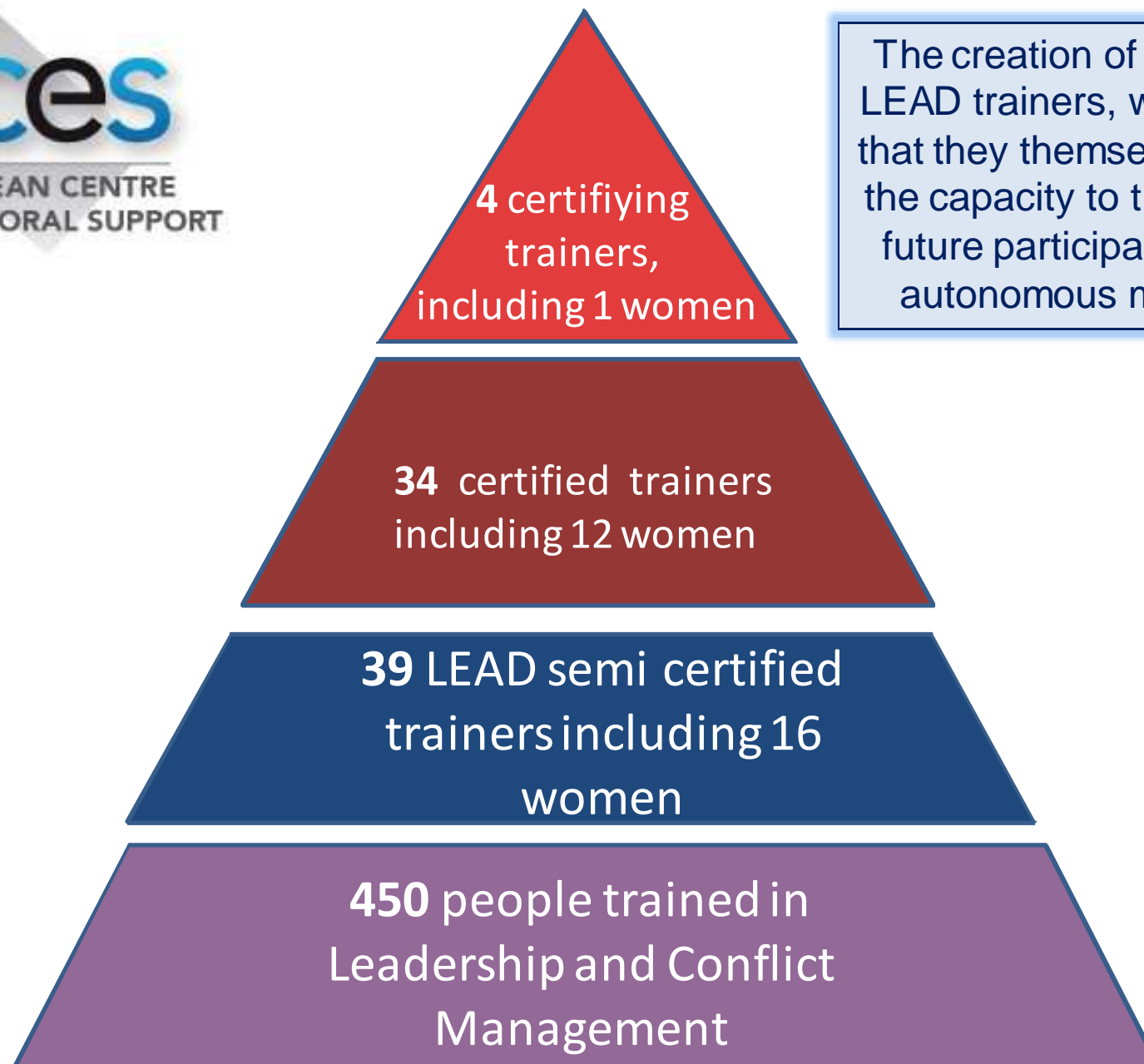
450 people trained in Leadership and Conflict Management;

39 LEAD semi certified trainers including 16 women;

34 certified trainers including 12 women;

4 certifying trainers, including 1 woman.





The creation of a pool of LEAD trainers, will ensure that they themselves have the capacity to train other future participants in an autonomous manner!

LEAD Training Languages

In four yeas LEAD Training is delivered in 25 countries:

- ✓ FRENCH
- ✓ ENGLISH
- ✓ PORTUGUESE
- ✓ ARABIC

Added value of LEAD

- Participants are equipped with the **necessary skills to cope with conflicts, manage stressful situations and prevent electoral crisis** through leadership
- Provide knowledge, experience sharing and learning from peers on the **challenges of leadership in electoral process**
- Brings an enlarged spectrum of stakeholders together and **recreate in vitro potential crisis situations which might occur in the reality**

Added value of LEAD

- 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 guaranteeing its sustainability.
- LEAD uses education techniques with an interaction-based approach and focuses on practical problem-solving.
- It encourages participants to think outside the box in order to bring creative and innovating ideas to table.

Added value of LEAD

LEAD training program is inspired by one key objective:

the sustainability of all knowledge transfers

LEAD focuses on contents' **appropriation** through the implementation of a comprehensive training cycle, which includes different stages of certification.

The rationale behind the LEAD system lies in a commitment to the **long-term strengthening of capacities.**



Media Monitoring Training and Activities for EMBs



Media Monitoring Training and Activities

The **media** play a crucial role in voters' awareness and information

To ensure the respect of the free will of the voters, it is essential to observe and analyze **media coverage all along the electoral process.**

It is equally important to monitor the institutional communication of Electoral Management Bodies, to keep a track of how their perception and portrayal in the media.

Media Monitoring

Media monitoring is a method that consists in observing media content.

It is based on a **content analysis**.

It is a **systematic, objective and standardised method** which can have several thematics and formats.

This methodology adapts to the goal of the analysis.



Media Monitoring captures:

- The **quality of coverage** of the electoral process
- The **main subjects** that characterize the election period and how they are presented
- The **tone of the coverage** for the EMBs and the various aspects of the process
- The **tendency of different media either** to balance, neutrality and precision **or, conversely**, the tendency to bias and lack of objectivity in relation to the organization of the electoral process

Media Monitoring Objective 1

1) Media monitoring at the service of public and institutional communication.

The aim being to **support EMB's communication strategies** and assess their visibility in order to adjust public communication depending on the actual needs and goals.

Media Monitoring Objective 2

2) Monitoring incitement to violence, through the media.

The aim being to monitor hate speech and any other message that incites violence, discrimination, social and political tensions, etc.

Media Monitoring Objective 3

3) Monitoring related to electoral campaign regulations.

The aim being to offer a complementary tool to verify campaign spending, abuse of public resources and the use of any banned symbols during the campaign (e.g. national flags and symbols).

Media Monitoring Objective 4

4) Monitoring political pluralism and balance of the media coverage

The aim being to verify whether the press, ensures equitable coverage of political actors (or equal coverage, as established in relevant regulations concerning the role of the media during electoral campaigns).



Which organisations can set up a media monitoring?

- 1) **International Organisations** following a verified and standardised methodology (EU, ODIHR, AU, ECOWAS etc.)
- 2) **Electoral Management Bodies**
- 3) **Organisations of Civil Societies**
- 4) **Research Institutes**

Focus, Time Frame and Methodology

Focus on:

- 1) Themes related to the electoral process, such as: voter list review, nomination papers, voters sensibilisation, etc.
- 2) The image of the EMBs and its representatives.

Time Frame: pre-electoral campaign, electoral campaign, post electoral campaign.

Methodology: Qualitative and quantitative analysis

MEDIA MONITORING for EMBs in practice

- media monitoring will **contribute to the credibility of the EMBs** all along the electoral process through a continuous, adapted and effective institutional communication strategy.
- Media monitoring activities aim at **strengthening media monitoring capacities within the beneficiary**, namely the EMBs.

MEDIA MONITORING in practice

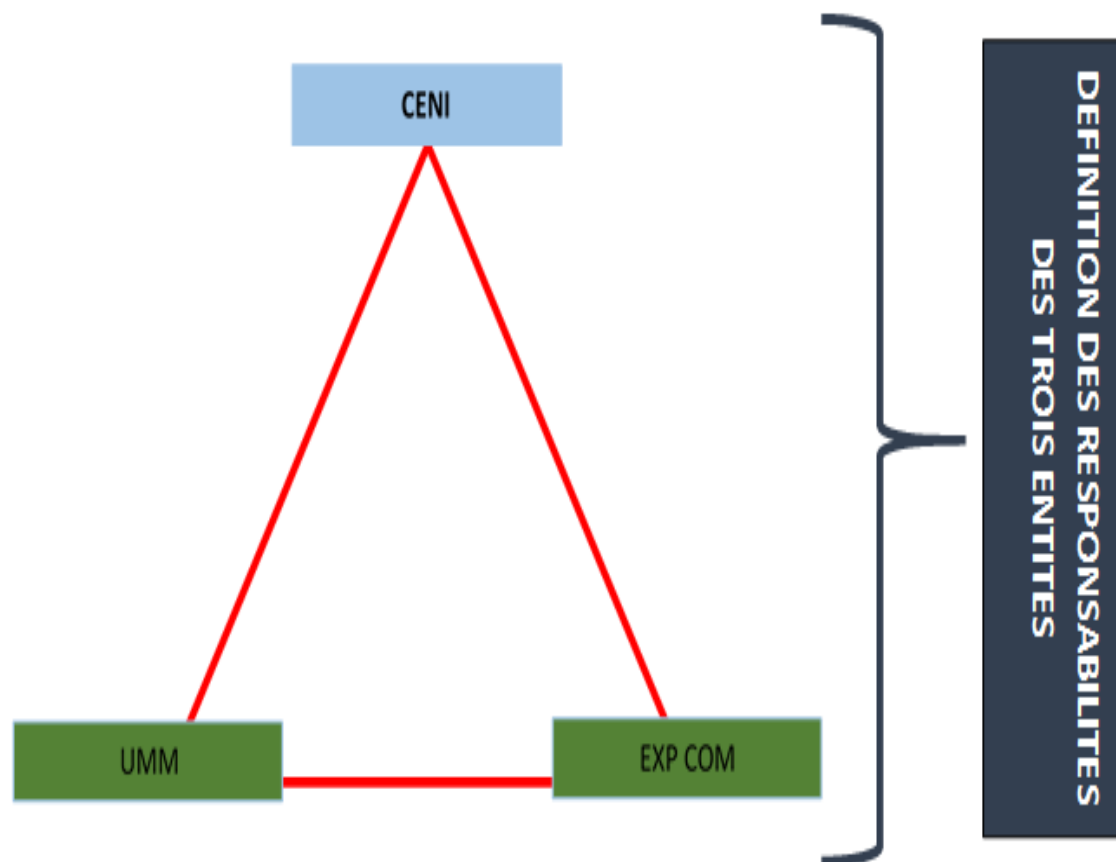
media monitoring is a tool for :

- ✓ A **compass for the EMBs communication**: early warning/proactive trigger
- ✓ An **indicator of the EMBs image**: diagnosis/answer
- ✓ Evaluate the coverage of the technical aspects of the electoral process

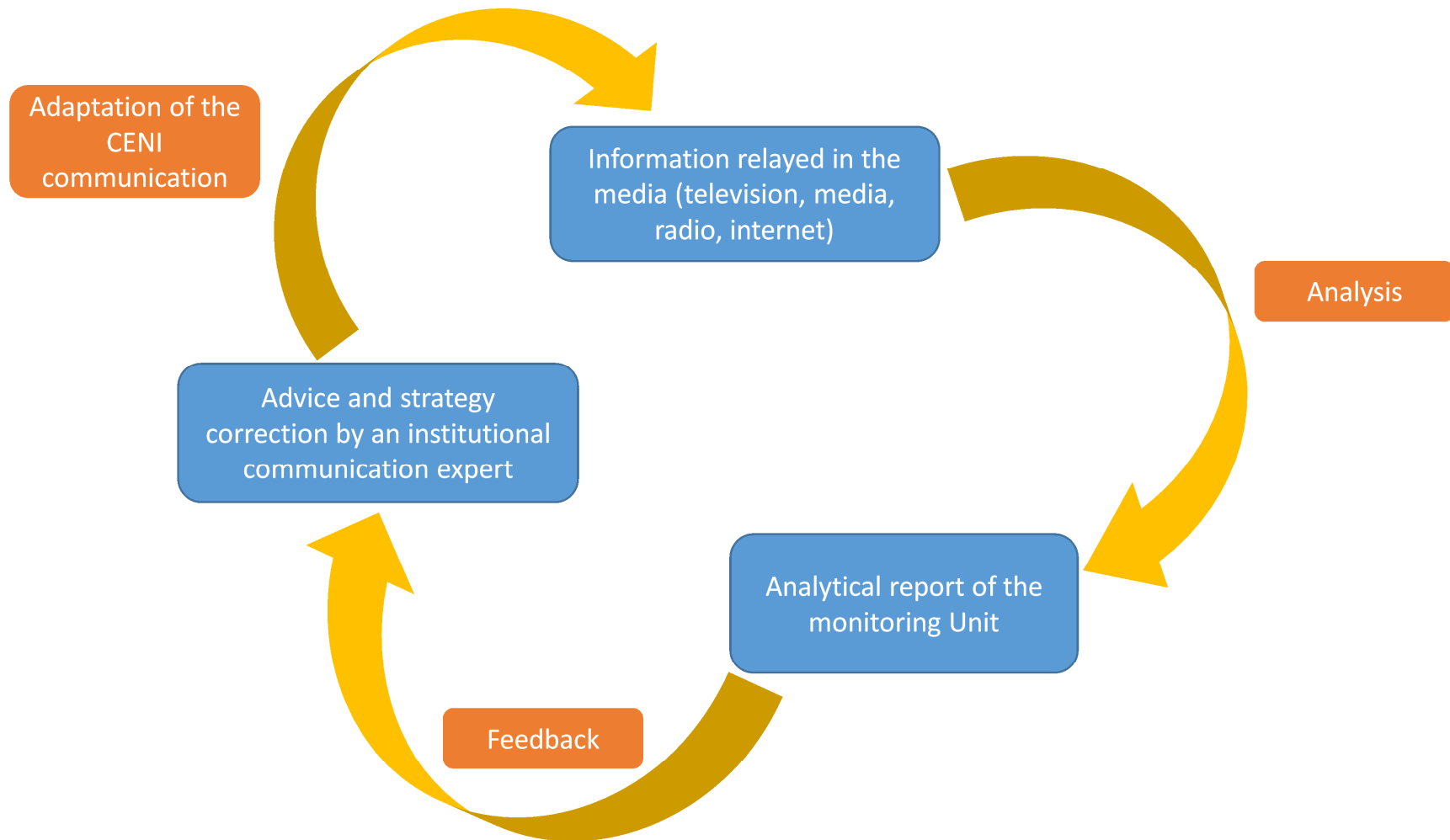
MEDIA MONITORING in practice

In practice,
two experts work jointly
to support the EMB:

- 1) **Media Monitoring Expert**
- 1) **Institutional Communication Expert**



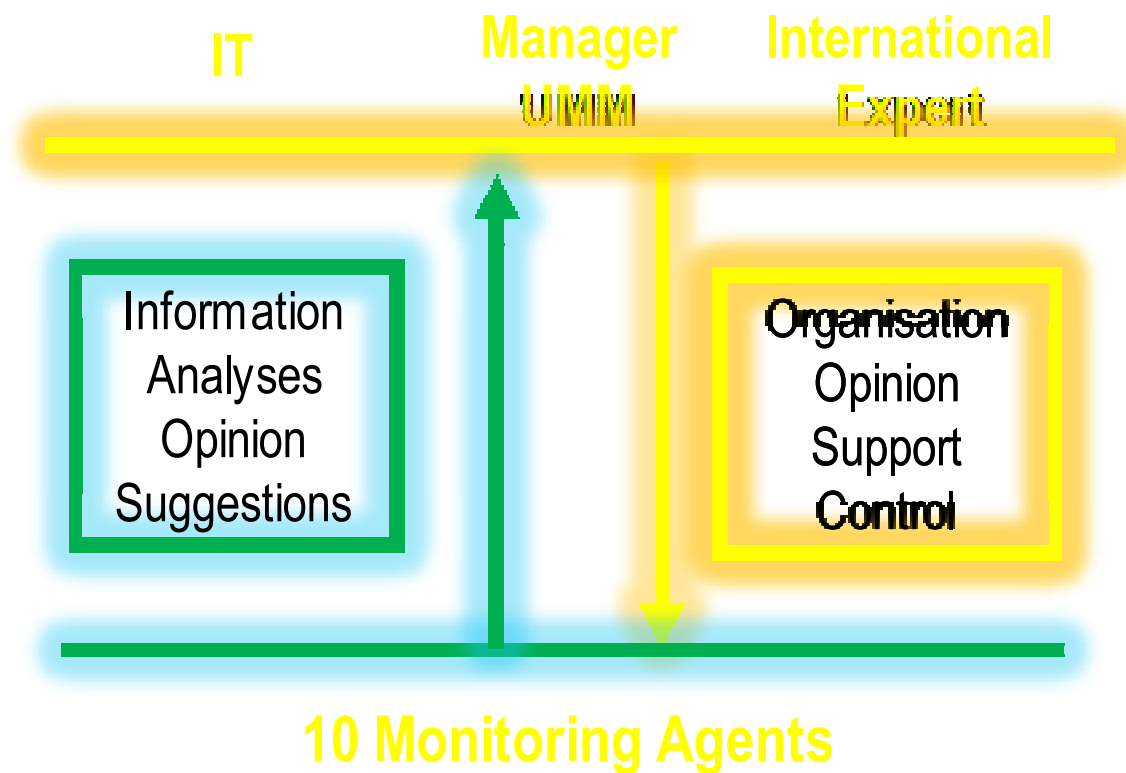
VIRTUOUS CIRCLE FOR THE INSTITUTIONAL COMMUNICATION OF THE INEC



Structure of the Media Monitoring Unit (UMM)

The UMM, created within the EMBs, can consist for example of 10 monitoring agents, one Unit Manager and one ICTs/computer expert who provides technical support.

An international media expert assists the UMM continuously through the training of monitoring the agents, the quality of analysis and reports produced.



Media outlets observed by UMM

Media outlets observed by UMM was decided in coordination with INEC and includes many different media, including:

Printed media (newspapers and magazines)

Online media (information websites)

TV Channels

Radio stations



Media Monitoring Unit: Workflow

- 1 Daily media outlets review
Daily recording broadcasts
- 2 Data encoding
Qualitative analysis
- 3 Data entering into the database
- 4 Controls data
Daily qualitative reports

Qualitative Analysis

The UMM produces a daily **qualitative analysis** of key themes and electoral stakeholders present in the media.

Monitoring agents are responsible for :

- Analyse the main themes/issues related to the election process
- Analyse thematic and contextual dimensions (critical and / or favourable) observed in media coverage.

Daily Report of Qualitative Analysis

GUIDELINES FOR COMPILATION

This report is structured into **three chapters**:
print, online and audio-visual media.

Each chapter is divided into **six thematic sections**:

- 1- The INEC administration and the electoral process
- 2- The political context
- 3- The security situation and human rights
- 4- Humanitarian issues
- 5- Media
- 6- Economic life

Quantitative Analysis

The **quantitative section** aims to classify all the articles / programs that affect the electoral process or the INEC according to a grid of analysis that registers the presence of the INEC, the themes and tone of coverage.

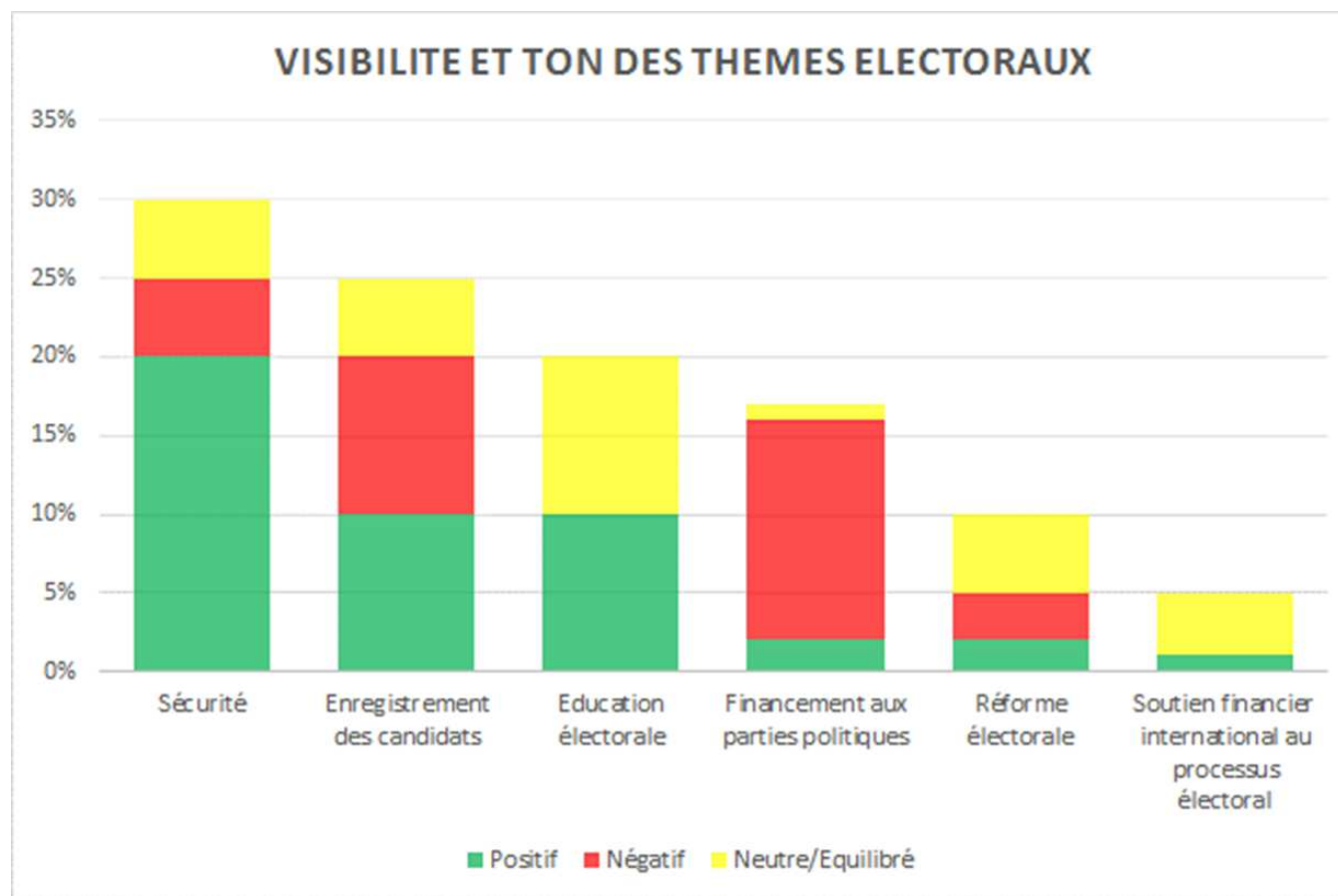
The quantitative methodology provides two types of analyses that are filled out by the monitoring agents:

1. Grid on issues related to the electoral process
2. Grid on INEC presence



EUROPEAN CENTRE
FOR ELECTORAL SUPPORT

Quantitative analysis biweekly report



Media Monitoring Report Activities

Synthesis of reporting periodicity

- **Qualitative Report:** daily
- **Quantitative Report:** biweekly
- **Special Reports on specific issues :** based on INEC's requests and needs

Media Monitoring added value

- **Support EMBs communication strategies in a durable way**
- **Fine-tune EMBs capacities in developing coherent and adapted messages**
- **Permanent observatory** for enhancing EMBs response capacity
- **Contribute to monitor the implementation of election regulations** (IE. respect of campaign spending) and monitor the messages broadcasted throughout the electoral process (IE. detect hate speech)