



33 Southdown Avenue  
Brighton  
BN1 6EH  
United Kingdom

Tel: ++44 (0) 1273 330331

contact@thepolicypractice.com  
www.thepolicypractice.com

## CURRICULUM VITAE

**NAME** TIM SHEEHY  
**DATE OF BIRTH** 14 May 1948  
**NATIONALITY** British and Irish

### EXPERTISE

- Democratisation, and the development and monitoring of electoral systems and practice, including the functioning of Electoral Commissions
- Governance, with a focus on corporate governance and corruption
- Establishment and management of European Commission country offices in southern Africa
- The development and strengthening of regional cooperation in Africa and the Middle East
- The development of civil society, including management within an NGO
- Knowledge of several regional and international organisations
- Long periods living and working in Africa and the Middle East, also work in Asia

### RECORD OF EMPLOYMENT

#### Democracy

- Lead writer for a study on the quality of *Democracy in the Commonwealth* with Dr Kwado Afari-Gyan, Chair, Electoral Commission of Ghana, and Asma Jahangir, Chair, Human Rights Commission of Pakistan. The study, which has a Foreword by Nobel laureate Amartya Sen, was published in November 2009. Currently finalising an analysis of how the Commonwealth dealt with political crises in Gambia, Fiji, Nigeria, Pakistan, Sierra Leone, and Zimbabwe.
- In recent years, worked extensively and continue to be involved with European Commission in monitoring developments in *Zimbabwe*. This has included providing support in various capacities for EU observation of the 2000, 2002, 2005, and 2008 elections. In October/November 2010, I assisted in the preparation of a meeting of EU member States to review policy. I acted as governance adviser to the EC Delegation in Harare for six month during 2009 working on the EU/Zimbabwe political dialogue. In September 2008, I prepared an analysis of the proposed power sharing agreement together with a framework for possible EU re-engagement.
- During the second half of 1997, I worked in the EC Delegation to help update the EU's Governance Profile and to advise on the preparation for the 2008 elections. I assisted the Delegation and EU member states in observing the March 2008 election and their aftermath. In September to November 2006, drafted the EU's 2006 Governance Profile. This process, which involves the EU member States, provides an essential input to the programming of EDF 10. I also assisted at a National Conference on Governance attended by the political parties, government and civil society bodies. January – June 2005 - based in the European Commission's delegation

in Harare, Zimbabwe, advising the EU on the 2005 Zimbabwe elections and the following policy review .

- In June 2005 - presented a paper on **Tackling the Problems of Incumbency** at a workshop to meeting of the Electoral Commission of *Botswana* convened to evaluate management of the 2004 general election.
- In March 2004, at the request of DFID, undertook an assessment of the state of preparedness of the **Malawi** Electoral Commission (MEC) in regard to general election scheduled for May 2004. The recommendations of that report are currently being implemented. In February 2004, commissioned by the Commonwealth Secretariat to prepare a policy paper for the Malawi Electoral Commission (MEC) on problems involved in keeping state and party matters separate, and in particular the need to ensure that public resources are not used for party political purposes, especially during the electoral period.
- In early 2007, I was part of team of international and **Rwandan** consultants, put together by The Policy Practice, to assist the Government of Rwanda and its development partners to undertake a joint assessment of governance. I was responsible for the section of the study dealing with “governing justly.”
- In May 2007, I undertook – together with a Kenyan colleague – an evaluation of the UNDP sponsored Election Assistance Programme (**Kenya**) through which the main donors provided support for the controversial and contested December 2007 elections.
- In May/June 2007, I participated in a Mid Term review of major UNDP programme entitled **Strengthening Democracy and Electoral Processes in Cambodia (SDEP)**. The project focused on increasing the capacity of Cambodia’s electoral management body; enhancing normative electoral frameworks and processes; and promoting civic engagement and democratic culture. The Review involved an assessment of the results achieved by the project, including the effects of the overall technical support provided to in preparation for the 2007 Commune Council elections, and guidance for re-shaping the project building on the performance assessment as well as on the technical reports provided by recent high-level consultancies in a variety of areas. The mission used a mixture of documentation review, interviews and follow-up validation of contradictory information to complete its task. The two other members of the Review Team were drawn from UNDP’s Democracy Governance Group and from the Electoral Assistance Division of the UN’s Department of Political Affairs.
- I was involved with the Commonwealth Secretariat over an extended period in its efforts to encourage democratic reform in **Cameroon**. This has involved six missions to evaluate the democratic environment and the working of the country’s electoral institutions. In September 2003, I was asked by the Commonwealth Secretariat to undertake, together with the Electoral Commissioner of Mauritius, an evaluation of the electoral process. The report of that mission provided the basis for discussions held in London in November 2003 between the Government of Cameroon and the international community. In preparation for that meeting, I was asked to return to Cameroon to brief the donor community. The Commonwealth then requested me to prepare a background paper on incumbency. I travelled to Cameroon in September 2004 to present this report to the National Elections Observatory (NEO). In February 2006, I accompanied Joe Clark, the former Canadian PM, in his consultations with the Cameroon government on the establishment of an independent electoral management body. The Commonwealth team also included the heads of the Electoral Commissions from Kenya and Mauritius as well as the legal adviser to the South African Commission. These consultations were based on the various policy papers I have prepared over the past three years. Following a second visit with Mr. Clark, in June 2006, to review progress, the Cameroon government formally agreed to the Commonwealth’s recommendations.
- In July 2003, represented the Political Affairs Division of the Commonwealth Secretariat on a joint Commonwealth, IFES, UNEAD study of the **Nigerian electoral process**. Other members of the team included the former Electoral Commissioner of India, the Deputy Chair of the Kenyan Electoral Commission and the Chief Electoral Officer of South Africa. The study, which was undertaken at the request of Nigeria’s Independent National Electoral Commission (INEC), provides the framework for a major reform programme. In May/June 2003, undertook an “Output to Purpose” review of DFID’s support for the 2003 Nigerian election. This involved producing a substantive study of the electoral process; a review of DFID support; and a paper on the implications of this work for DFID’s *Drivers of Change* programme. Undertook an “Out to Purpose Review” of DFID’s electoral support and a *Pre-programme Appraisal for Supporting the 2007 Elections*.

- In November 2002, undertook a study to advise DFID and FCO on the current state of electoral preparations in Nigeria. The task was to identify the most important issues which needed resolution and whether and how best to provide effective support. Such assistance included not just DFID resources but also messages which might usefully and effectively be delivered.
- Primary author of an internal review for the Independent Electoral Commission of **Lesotho** on the management of the May 2002 parliamentary elections. The study reviewed the: *Legal Framework*: the constitution, electoral laws and regulations; *Electoral Operations*: including mobilisation and training of personnel, location of polling stations, management of electoral materials, and logistics; *Public and Institutional Involvement*: including voter education, code of conduct, political party and civil society participation, media coverage; and *Organisation Structure and Operation of the Commission*: including staffing, committees, the development of management and financial procedures and systems, financing.
- Primary author of a similar internal review for the Independent Electoral Commission of **Zambia** on the management of the December 2001 tripartite elections; and for the Election Supervisory Commission (ESC) in Zimbabwe on its handling of the 2003 Presidential Elections.
- Involvement on behalf of the European Union in monitoring electoral issues in Zimbabwe. Gave advice on the EU observation of the legislative elections in 2000 and was a member of the election unit. Appointed to head an *EU Election Observation Unit*, which monitored the legal challenges to the result and coordinated observation of subsequent bye-elections. The Unit also provided assistance in designing the EU's observation of the Presidential elections in 2002. Appointed political adviser to the EU Election Observation Mission for the Presidential election.
- During 1998 and 1999 acted as adviser on democracy development issues to the Independent Electoral Commission (IEC) in **South Africa**.

#### Corporate governance & Corruption

- In November 2004, on behalf of a consortium of donors led by DFID, headed a team of three specialists to conduct an "Output to Purpose" review of *Making Waves*, a £4 million anti-corruption programme implemented by Transparency International – Bangladesh (TIB).
- In April 2003, drafted a policy paper for a high-level meeting in London sponsored by the Commonwealth Secretariat, the Commonwealth Foundation, and the Commonwealth Business Council on corporate governance. That paper, which was revised in the light of these discussions, formed the basis of report to the Abuja 2003 meeting of Commonwealth Heads of Government (CHOGM).
- Involvement with the Commonwealth Business Council (CBC) and the Southern African Forum Against Corruption (SAFAC) on a programme designed to strengthen cooperation between the private sector and Commonwealth governments in the fight against corruption. This involved field work in Botswana and Malawi; and, by a colleague, in Zambia. Also undertook a study for the CBC on corruption in Ghana.

#### Regional cooperation

- In November 2003, contributed a paper on South Africa to a DFID study designed to provide an input to the revision of the organisation's middle-income country strategy. The study looked, in particular, at South Africa's role in the SADC region and more widely. The other countries studied were China, Brazil, and Russia.
- In 2000, acted as coordinator of an important study for DFID on how best to strengthen regional and sub-regional organisations in Africa. The study examined the role of the OAU, ECA, EAC, ECOWAS, IGAD and SADC in such areas as governance, democracy development and human rights.

#### Civil society & the PRSP

- Engagement in various studies for the UK Department for International Development (DFID) on how to strengthen civil society participation in development of Poverty Reduction Strategies Papers (PRSPs).

## Middle East

- Support to the *Palestinian Economic Council for Development and Reconstruction (PECDAR)*, which acts as a conduit for funding to the Palestinian Authority from the World Bank and other bilateral and multilateral development agencies. Edited a series of studies for PECDAR, including on the implications of the Israeli withdrawal from the Gaza Strip. Coordinated EU-Palestine consultative conferences in Ramallah in 1998 and 1999.

### **Executive Secretary, Regional Economic Development Working Group (REDWG) Monitoring Committee, Amman (October 1994 to March 1997)**

Responsibility for establishing and running a Secretariat to support the work of the REDWG Monitoring Committee. The Secretariat, located in Amman, had a staff of twelve including senior officials seconded by core regional parties, Egypt, Jordan, Israel and the Palestinian Authority. It was the only permanent institution of the peace process staffed by officials from the four Core Parties; its work, however, is currently suspended as a result of the crisis in the peace process.

### **Special Adviser, European Union Election Unit, Johannesburg, South Africa: 1994 (January/June)**

Primary author of the report which provided the policy framework for the establishment of the European Union Election Unit and the deployment of 437 official European Union observers (including 112 European police officers) to monitor South Africa's elections. Responsibility for writing the Unit's Interim and Final Reports on the Election submitted to the European Commission.

### **Head, European Commission Co-ordination Office, Pretoria, South Africa: 1991 - 1994**

Established the European Commission's Office in South Africa in February 1991 and was responsible for building a small team of mainly South African professionals to co-ordinate the European Union's Special Programme for the Victims of Apartheid. During this time, approximately ECU 250 million was committed to a wide range of human rights and development assistance related initiatives, through NGO structures.

### **Head, European Commission Co-ordination Office, Windhoek, Namibia: 1990 - 1991**

Responsible for opening the Commission's office in Windhoek in January 1990, three months before Namibia's Independence, and for establishing and developing relations with the new Government.

Co-ordinated the European Union's development assistance programmes and was responsible for facilitating the successful negotiation of Namibia's accession to the Lomé Convention. During this time, approximately ECU 25 million was committed to support specific high-priority projects of benefit to the country.

### **Secretary, Southern African Advanced Education Project (SAAEP), Queen Elizabeth House, Oxford: 1988 - 1989**

Responsibility for the design and implementation of a unique training programme for black South Africans, which had a significant impact on the strategy adopted by the international community in preparing for a post-apartheid South Africa.

SAAEP pioneered the development of programmes to provide high-level training and work experience in private sector enterprises for appropriately qualified black South Africans. The programme sought to identify actual and potential leaders from the black community and to help them gain the type of practical experience to prepare them for senior positions.

### **Adviser to the Executive Secretary, Southern African Development Community (SADC), Zimbabwe & Botswana: 1981 - 1988**

Close involvement in SADC from its inception, which began prior to Zimbabwe's independence, with planning for the establishment of a new organisation to encourage regional economic co-operation in

Southern Africa. In 1980, was requested by Zimbabwe via the European Commission to work with the Ministry Finance & Development Planning on establishing the institutional framework for SADC. From 1979 until 1988, participated in every meeting of the SADC Summit of Heads of State, Council of Ministers and the Annual Consultative Conference.

***Head, Education Department and Africa Secretary, Catholic Institute for International Relations, London: 1969 - 1981.***

Responsibilities were mainly in the areas of public information and education.

**Reports**

Zimbabwe Crisis : EU Response, Discussion Paper, EU Chatham House meeting on Zimbabwe, Brussels, November 2010.

Democracy in the Commonwealth, Kwadwo Afari-Gyan, Asma Jahangir, Tim Sheehy, Commonwealth Policy Studies Unit, University of London & ERIS, November 2009.

Joint Governance Assessment: Rwanda, The Policy Practice, 2008

Evaluation Report: The 2007 Joint Elections Assistance Programme (Kenya), Tim Sheehy & Wachira Maina, June 2008, UNDP Nairobi.

Strengthening Democracy and Electoral Processes in Cambodia (SDEP), Mid Term Review, June 2007, UNDP.

Zimbabwe Governance Profile 2009 (internal to the EU), July 2006, European Commission Delegation, Harare

Zimbabwe Governance Profile 2006 (internal to the EU), 26 November 2006, European Commission Delegation, Harare. See also Zimbabwe in Context: Background Note for the preparation of the Governance Profile.

Zimbabwe General Election 2005: Documentation, Tim Sheehy, EU Delegation, Harare, Zimbabwe.

Zimbabwe General Election 2005: Weekly News Digest: January – March 2005, Tim Sheehy, EU Delegation, Harare, Zimbabwe.

Zimbabwe: EU Strategy & Action Plan for the aftermath of the 2005 election, Tim Sheehy, EU Delegation, Harare, Zimbabwe

Tackling the Problem of Incumbency, Stakeholders Evaluation Workshop: 2004 General election, 9<sup>th</sup> & 10<sup>th</sup> June 2005, Electoral Commission of Botswana, Gaborone.

Making Waves, Transparency International-Bangladesh, Output to Purpose Review, Tim Sheehy, Adam Burke, Carl-Gustav Gutberg, DFID Bangladesh, November 2004

Strengthening Good Governance in Business, Government, & Civil Society: Accountability and Responsibility, Commonwealth Business Council, London, May 2003

Combating Corruption in Botswana: The Role of the Business Community, Gaborone, Botswana, DCEC, BOCCIM, CEC, August 2001

Meaning “business” in the fight against corruption in SADC, CBC Report to DFID, Tim Sheehy & Steve Godfrey, July 2002. Combating Corruption in Malawi: The need for a new partnership between the business community & the public sector, CBC/SAFAC, Lilongwe, September 2003

Mission Report: Ghana, Tim Sheehy & Medard Rwelemira, CBC, March 2001

Malawi Electoral Commission: Needs Assessment, Tim Sheehy & Debbie Palmer, March 2004, DFID, Lilongwe

Tackling the Problems of Incumbency, Background Paper for the Malawi Electoral Commission, Commonwealth Secretariat, Commonwealth Secretariat, March 2004

Strengthening the Electoral Process in Cameroon, September 2003, Commonwealth Secretariat, London

Report to the Independent National Electoral Commission, Commonwealth Secretariat, IFES, UNEAD, July 2003, Abuja

Report on Nigeria's 2003 Elections, Tim Sheehy, DFID, Nigeria, June 2003

Democracy Development: Drivers for Change, Tim Sheehy, DFID, Nigeria, June 2003.  
See, Towards the 2007 Elections: Strategic perspective for DFID, Abuja, November 2003

Nigeria's 2003 Elections: Current state of election preparedness & Opportunities for DFID Support, Tim Sheehy, Abuja, November 2002

2002 Lesotho Elections: Evaluation of Electoral Process, David Zamchiya, Gloria Somolekae and Tim Sheehy, September 2002 (internal to the IEC), Electoral Institute of Southern Africa (EISA)

Zambia Elections 2001: Evaluation of the Electoral Process, David Zamchiya, Claude Kabembe and Tim Sheehy, July 2002 (internal to the IEC) Electoral Institute of Southern Africa (EISA)

Zimbabwe Elections 2002, Evaluation of the Electoral Process, Report to the ESC, EISA, Johannesburg, March 2003

Zimbabwe's 2002 Presidential Election, Report & Documentation, Tim Sheehy, April 2002, European Commission

Middle Income Study: South Africa, December 2003, Oxford Policy Management (OPM), Oxford

Review of African Regional & sub-Regional Organisations, Report to the Department for International Development, (DFID) (Two Volumes), SGTS, September 2000

Civil Society Participation in Poverty Reduction Strategy Papers (PRSPs), Report to the Department for International Development (DFID) (Two Volumes), October 2000. Strengthening Poverty Dialogue in Lesotho: Civil Society Participation in Lesotho's Poverty Reduction Strategy Paper (PRSP), Report to DFID, Tim Sheehy & Trish Silkin, SGTS, November 2000

Strengthening Civil Society Participation in Poverty Reduction Strategy Papers (PRSPs), Report to (DFID), Tim Sheehy & Steve Godfrey, SGTS, June 2001

## **OTHER INFORMATION**

### Other appointments

- **British/Irish Association**, Secretary 1976-77
- **Zimbabwe Project**, Founding Vice-Chairman, 1978-82
- **SADC Steering Committee**, Secretary 1979-1981

*Last updated 8 February 2011*