

FEDERICO GUERRIERI

# Portfolio

Strategy • Evaluation • Organisational Development • Participatory Processes

Independent consultant and co-founder of Otherwhere, a Brussels-based social innovation agency. Supports European institutions, civil society organisations and networks to navigate complexity, develop strategy and strengthen collaboration. My work combines evaluation and research, organisational development, stakeholder engagement and participatory facilitation, turning diverse perspectives into shared understanding, strategic direction and practical action.

## CORE EXPERTISE

01

**Evaluation, Strategy & Organisational Development**

02

**Strategic Facilitation & Participatory Methods**

03

**Stakeholder Engagement & Multi-stakeholder Governance**

04

**Research, Analysis & Strategic Learning**

05

**Event & Process Design, Moderation & Dialogue**

06

**Social Innovation, Capacity Building & Learning**

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# SELECTED CONSULTING ASSIGNMENTS

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Selected work from 2020 to the present.

## 2026

### MCE

#### Missing Children Europe - YoU Decide

*Conference design & facilitation • 2026*

Supporting the design and facilitation of the final conference of YoU Decide, an EU-funded project supporting young people displaced from Ukraine as they transition into adulthood in Europe. The work includes advising on the conference methodology and participatory formats, preparing with Youth Advisory Board members and speakers, and facilitating the final event bringing together young people, practitioners, researchers, civil society and policymakers. The process is designed to centre young people's voices, create inclusive and meaningful dialogue, and translate lived experiences and project findings into discussion on how policies and support systems can better strengthen young people's agency, belonging and future opportunities.

### EU

#### European Commission (EACEA)

*Project Evaluator • 2026 - ongoing*

Contributing as an expert evaluator for the European Commission (EACEA) within the Capacity Building in Vocational Education and Training (CB VET) 2026 programme. The role involves assessing project proposals, scoring applications against established criteria, and engaging in peer discussions to ensure consistent and high-quality evaluations.

### SOLIDAR

#### SOLIDAR / European Alliance for a Just Transition

*Evaluation & Strategy Development • 2026*

Contributed to evaluation and strategy development for SOLIDAR, supporting the European Alliance for a Just Transition. The work involved conducting desk research, engaging stakeholders, and analysing governance and collaboration dynamics across a multi-stakeholder coalition of civil society, trade unions, and policy actors, translating insights into actionable recommendations to strengthen effectiveness, visibility, and long-term impact.

### DTA

#### Democratic Tech Alliance

*Event design & facilitation • 2026*

Designed and facilitated the Democratic Tech Assembly, a members-only strategic convening of the Democratic Tech Alliance: a European coalition bringing together MEPs, civil society, think tanks, experts and businesses working for a tech ecosystem rooted in democratic values and the public interest. The event combined plenary moderation, a world cafe to map member initiatives and collaboration opportunities, and parallel workshops on policy priorities and communications narratives. The process helped members build shared understanding, surface collective added value, and translate political priorities into concrete areas for action.

## 2025-2026

### HCI

#### Happy City Index

*Researcher • 2025-2026*

Contributed as a researcher to the Happy City Index, a global initiative analysing urban well-being. The work involved assessing cities across multiple indicators (e.g. governance, sustainability, mobility, health) and supporting comparative analysis, translating complex data into clear and accessible insights.

**UNI****UNI Europa***Supporting Tools for Ambitious Fair Franchising • 2025-2026*

Supported the design and facilitation of the conference “Supporting Tools for Ambitious Fair Franchising” for UNI Europa. Hosted the full-day event, moderated panel discussions, and facilitated participatory sessions engaging trade union representatives and experts. Contributed to creating an inclusive space for collective learning and exchange around fair franchising and workers’ rights.

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**EA****European Alternatives***Impact Review & Strategic Reflection • 2025-2026*

Designed and facilitated a collective impact review process for European Alternatives to assess its 2025 activities, results, and strategic influence. Applied participatory evaluation methods and structured group dialogue to surface achievements, identify cross-cutting patterns, and define shared priorities for the year ahead, strengthening organisational learning and strategic alignment.

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**2025****UNI****UNI Europa Commerce***Strategic Foresight Workshop Design & Facilitation • 2025*

Designed and facilitated a full-day strategic foresight and evaluation workshop for the UNI Europa Commerce Steering Committee in Brussels. The session enabled a collective reflection on past achievements, mapped key trends transforming commerce work, and supported the Steering Committee in defining priorities to guide the development of the new UNI Europa Commerce Industrial Policy (2026-2030).

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**2024****MCE****Missing Children Europe***CESAGRAM - Final Conference • 2024*

Conceptualised and hosted the final conference “The Missing Voice in Grooming”. Designed the agenda, supported logistics, and facilitated hybrid participation for stakeholders from across Europe.

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**MCE****Missing Children Europe***Financial Risk Assessment • 2024*

Designed and facilitated a risk assessment workshop with board and staff. Enabled identification, prioritisation, and mitigation of financial and operational risks.

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**2022-2024****EITA****European Innovative Teaching Award (EITA)***Annual facilitation • 2022-2024*

Facilitated annual editions of the European Innovative Teaching Award. Engaged teachers and schools from across Europe to share innovative Erasmus+ practices.

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## 2023-2024

### ENAR

#### European Network Against Racism (ENAR)

*Organisational Development • 2023-2024*

Led a comprehensive organisational development process for the European Network Against Racism. Designed surveys, interviews, and workshops to analyse structure, culture, and finances. Facilitated task forces to implement structural and strategic improvements.

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## 2023

### ENERGY CITIES

#### Energy Cities

*Grafting Cities: Cultivating our Common Future • 2023*

Supported conceptualisation and facilitation of the annual conference in Modena, Italy. Designed participatory sessions, co-created the agenda, and advised on communication strategy.

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### HBS

#### Heinrich Böll Stiftung

*Programme Evaluation • 2023*

Evaluated the programme of the Heinrich-Böll-Foundation in Thessaloniki (2018-2023). Assessed relevance, impact, and sustainability through mixed methods, including workshops and stakeholder interviews. Delivered actionable recommendations for the next cycle.

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### EEAS

#### European External Action Service (EEAS)

*Strategic alignment workshop design & facilitation • 2023*

Designed and co-facilitated an all-staff workshop for the European External Action Service's Directorate for Strategic Communication and Foresight (SG.STRAT), bringing together colleagues across its three divisions. The workshop focused on building alignment around a new mission statement, strengthening connections across teams, and identifying new ways of working to support the Directorate's ambitions. Participatory methods included cross-team conversations, a physical spectrum exercise to explore levels of alignment, and facilitated group work on working methods, collective added value, collaboration and organisational belonging. The process translated staff perspectives into concrete ideas for strengthening cooperation and effectiveness across the Directorate.

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### SOLIDAR

#### SOLIDAR

*Evaluation of Organising International Solidarity • 2023*

Conducted a multilingual evaluation using surveys and interviews across Europe. Delivered insights on coordination, advocacy, and capacity building. Produced a comprehensive analytical report with future-oriented recommendations.

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### BRU

#### Brussels Voice

*Citizen participation & workshop facilitation • 2023*

Facilitated a participatory workshop as part of Brussels Voice, a democratic participation process giving international residents a voice in Brussels regional policymaking. Working with a multilingual group of residents and mobility stakeholders, the workshop combined expert exchanges, facilitated group discussions, visioning and mind-mapping to identify strategic priorities for the future of mobility in Brussels. The results fed into a wider deliberative process that ultimately produced recommendations for the Brussels-Capital Region.

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## 2022-2023

### SAR

#### Seas At Risk

*AGM Design & Facilitation • 2022 & 2023*

Designed and facilitated two Annual General Meetings for Seas At Risk, the European network of environmental organisations working to protect and restore the marine environment. The assignments combined formal governance requirements with participatory formats that enabled members to connect, exchange perspectives and contribute to discussions on the network's priorities and future direction. The facilitation helped create an engaging and collaborative space for dialogue across a diverse European membership.

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## 2021-2023

### SAR

#### Seas At Risk

*Marine Protected Areas Project • 2021-2023*

Collaborated on a pan-European learning journey for NGOs and member organisations. Designed and facilitated workshops on stakeholder engagement, Theory of Change, and pan-European advocacy strategy.

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## 2022

### CIDSE

#### CIDSE

*Change for the Planet, Care for the People Evaluation • 2022*

Contributed to the evaluation of CIDSE's Change for the Planet - Care for the People initiative, assessing its development from a sustainable lifestyles campaign towards an international community of young supporters. The participatory evaluation combined semi-structured interviews, a workshop with young supporters, validation sessions with member-organisation focal points and a review of project materials. Findings explored youth engagement, coordination, communications, community-building and strategic direction, translating them into recommendations for the initiative's future development.

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### OBESSU

#### OBESSU

*Internal communications training • 2022*

Designed and delivered a participatory training on internal communications for the Organising Bureau of European School Student Unions (OBESSU). Through practical exercises, reflection and peer exchange, participants explored how information flows within organisations, identified communication challenges and considered ways to make internal communication more effective, inclusive and purposeful. The training translated communication principles into approaches participants could apply within their own organisations and teams.

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### MCE

#### Missing Children Europe

*Under the Radar - Final Conference • 2022*

Designed and facilitated the final conference of the EU-funded project "Under the Radar - Towards More Integrated Child Protection Responses for Children who Run Away from Home or Care".

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## 2021

### ETUI

#### European Trade Union Institute (ETUI)

*EWPPC Conference interactive facilitation • 2021*

Supported the design and interactive facilitation of the European Trade Union Institute's EWPPC Conference on the role of European Works Councils during the COVID-19 pandemic. Using live digital participation tools, the conference engaged participants in reflecting on how EWCs had functioned during the crisis and on issues including consultation, workplace health and safety, remote participation and the future of online and hybrid meetings.

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## MCE

### Missing Children Europe

*Lost in Migration Conference design & facilitation • 2021*

Supported the design and facilitation of the fifth Lost in Migration conference, which placed young refugees and migrants at the centre of discussions on children going missing in migration. The online conference brought young newcomers together with civil society organisations and European and national policymakers, building on locally led discussions across several European countries. Participatory formats enabled young people to present their experiences and priorities and engage directly with decision-makers around potential policy responses.

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## CIDSE

### CIDSE

*Systemic Change Forum design & facilitation • 2021*

Contributed to the design and facilitation of CIDSE's second Systemic Change Forum, a three-day online gathering exploring how systemic change could be embedded across the network and its member organisations. The process created space to reflect on organisational practices, partnerships and communications, connecting external perspectives with participants' own experiences. The Forum helped CIDSE take stock of its systemic-change journey and identify lessons for making its ways of working more consistent with the transformation it seeks to promote.

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## SPACE

### Space Refinery / AKBE

*Participatory workplace design • 2021*

Designed and facilitated a participatory process supporting Space Refinery in the development of a new office environment for AKBE. Using human-centred and design-thinking methods - including values exploration, a brand wheel, "day in the life" exercises, Crazy 8s and collaborative idea development - the workshop translated the organisation's identity, ways of working and staff needs into ideas for an attractive and functional workspace. The process ensured that the physical design was informed by the experiences and aspirations of the people who would use it.

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## MCE

### Missing Children Europe

*INCLUDE Conference design & facilitation • 2021*

Designed and facilitated interactive elements of the final INCLUDE conference, focused on child-friendly approaches to international child abduction cases. The online event brought together young people, legal professionals and other practitioners to discuss research carried out with 44 young people and a resulting good-practice guide. Participatory breakout discussions helped translate young people's perspectives into reflection on how professionals and authorities can better safeguard children's rights and wellbeing throughout international abduction proceedings.

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## 2020-2022

## T&S

### Team&Space

*Hybrid work workshops • 2020-2022*

Conceptualised and facilitated a series of one-day face-to-face workshops with different organisations (European Parliament, Belfius, etc.) helping teams adapt to COVID and post-COVID hybrid working realities, combining reflection, creativity, and team-building exercises.

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# EXPERTISE AREAS

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A concise overview of the capabilities that cut across the assignments in this portfolio.

01

**Evaluation, Strategy & Organisational Development**

02

**Strategic Facilitation & Participatory Methods**

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