



Electoral Institute for the Sustainability
of Democracy in Africa

eisa
annual report

2010





eisa
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about eisa

OUR VISION

AN AFRICAN CONTINENT WHERE DEMOCRATIC GOVERNANCE, HUMAN RIGHTS AND CITIZEN PARTICIPATION ARE UPHELD IN A PEACEFUL ENVIRONMENT.

OUR MISSION

EISA STRIVES FOR EXCELLENCE IN THE PROMOTION OF CREDIBLE ELECTIONS, PARTICIPATORY DEMOCRACY, A HUMAN RIGHTS CULTURE AND THE STRENGTHENING OF GOVERNANCE INSTITUTIONS FOR THE CONSOLIDATION OF DEMOCRACY IN AFRICA.

TYPE OF ORGANISATION

EISA is an independent, non-profit non-partisan non-governmental organisation whose focus is elections, democracy and governance in Africa.

DATE OF ESTABLISHMENT

July 1996.

OUR PARTNERS

Electoral management bodies, political parties, civil society organisations, local government structures, parliaments, and national, Pan-African organisations, Regional Economic Communities and donors.

OUR APPROACH

Through innovative and trust-based partnerships throughout the African continent and beyond, EISA engages in mutually beneficial capacity reinforcement activities aimed at enhancing all partners' interventions in the areas of elections, democracy and governance.

OUR STRUCTURE

EISA consists of a Board of Directors comprised of stakeholders from the African continent and beyond. The Board provides strategic leadership and upholds financial accountability and oversight. EISA has as its patron Sir Ketumile Masire, the former President of Botswana.

The Executive Director is supported by a Finance and Administration Department and an Information and Communication Technology Unit. EISA's focused programmes include:

- Elections and Political Processes
- Balloting and Electoral Services
- Political Parties Support
- Legislative Strengthening
- African Peer Review Mechanism
- Local Governance

EISA's head office is based in Johannesburg, South Africa. In 2010 EISA had six field offices, namely, Burundi, Chad, Democratic Republic of Congo, Kenya, Madagascar and Mozambique.

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2010

board of directors



Mr Leshele Thoahlane
Chairperson



Mr Yusuf Aboobaker



Ms Otilia Aquino



Mr Denis Kadima
Executive Director



Dr Muzong Kodi



Professor Tom Lodge



Justice Lewis Makame



Justice Anastasia Msosa



Dr Christiana Thorpe



Ms Ilona Tip
Operations Director



chairperson's message



AL Thoahlane
EISA Board Chairperson

WHILE THERE HAVE BEEN ADVANCES IN THE DELIVERY OF FREE, FAIR AND CREDIBLE ELECTIONS IN MANY COUNTRIES ON OUR CONTINENT, THE CHALLENGE TO ENSURE ONGOING CONSISTENCY OF THE QUALITY OF ELECTIONS IN ACCORDANCE WITH BEST ELECTORAL PRACTICE IS ONGOING. IN 2010 OVER 15 COUNTRIES HELD ELECTIONS FOR VARIOUS LEVELS OF GOVERNMENT AS WELL AS REFERENDA. WHILE SUCCESSFUL ELECTIONS WERE HELD IN MANY COUNTRIES IN SEVERAL COUNTRIES ELECTION MANAGEMENT AND RESULTS WERE CHALLENGED. THE CHALLENGES TO ELECTION OUTCOMES ALSO IMPACTED ON ISSUES OF GOVERNANCE AND DEMOCRATISATION RESULTING SADLY IN SOME INSTANCES IN THE LOSS OF LIVES AND DESTRUCTION OF PROPERTY.

Within this context, during 2010, EISA continued its commitment to ensure that elections were not only conducted in the context of best electoral practices but also that they have a positive consequence for democratic governance. This was achieved not only through EISA's election focused work but also through our democracy and governance work. EISA's work has two main components, namely election interventions that contribute to a country starting on a solid footing through credible elections, and the governance and democracy work aimed at strengthening political parties, civil society organisations' and elected representatives in ensuring accountable governance and encouraging meaningful citizen participation.

EISA strengthened its governance work during the past year and its desire to contribute to a more vibrant democracy on our continent. In particular, EISA's engagement with political parties based on the principle that sustainable democracy is dependent upon, inter alia, well- functioning political parties, gained momentum. EISA, in partnership with political parties across the continent, developed benchmarks within the framework of four thematic areas namely, a) the values and behaviour of political parties, b) the functions of political parties, c) the institutional functioning of political parties and d) the party system. The benchmarks were tabled, discussed and agreed upon at the EISA annual symposium held in Johannesburg in November 2010.

Regarding the Institute's geographical coverage, EISA now has a presence in East Africa with the opening of an EISA office in Nairobi as part of EISA's broader Africa Democracy Strengthening Programme. Similarly an office was opened in Burundi where EISA had a presence in 2005. EISA's field offices in Chad, the Democratic Republic of Congo, Madagascar and Mozambique continued to play a role in the election, governance and democracy fields as outlined in their reports.

In terms of management, the Board approved leave of absence from July 2010 to the EISA Executive Director to work as the Director for the United Nations Integrated Referendum and Electoral Division in Sudan where he made a valuable contribution to a successful and well run self determination referendum for Southern Sudan.

As the report reflects, EISA staff once again proved their commitment and dedication to ensuring that EISA upheld its vision for "an African continent where democratic governance, human rights and citizen participation are upheld in a peaceful environment".

EISA would not have been able to have achieved what it has without the valued support of our donors and partners, for which we express our sincere appreciation. 2011 is the fifteenth year since EISA's establishment and we look forward to working harder towards meeting the needs of the African continent in the election and democracy areas.

AL Thoahlane
EISA Board Chairperson
December 2010



directorate



Denis Kadima
Executive Director



Ms Ilona Tip
Acting Executive Director
(August - December)



Catherine Musuva
Programmes Manager



Zahira Seedat
Senior Assistant-Director
and Programme Officer Field
Office Support



executive directors' message



Denis Kadima
Executive Director



Ilona Tip
Acting Executive Director
(August - December)

THE PAST YEAR HAS BEEN ONE OF CONSOLIDATION FOR EISA. DURING THIS PERIOD EISA OPENED NEW FIELD OFFICES IN KENYA AND BURUNDI AS PART OF ITS AFRICA DEMOCRACY STRENGTHENING PROGRAMME.

Significant contributions by EISA were made in the areas of research and publications, training and capacity building, technical assistance and advice, information provision, sharing and dissemination. The Institute also interacted extensively with the media and was invited to give input to conferences and workshops, as well as more frequent contributions to the public and academic discourse, providing high level analysis and extending the reach of the organisation. Strategically, this has positioned EISA to embark on expanding its scope and sphere of influence in all its programmatic areas.

A number of achievements can be highlighted over this period in meeting EISA's mission in the following areas:

- Support to the electoral process
- Strengthening political parties
- Promoting transparent governance

SUPPORT TO THE ELECTORAL PROCESS

EISA strengthened relationships with partners such as the African Union in supporting the role that they play in fostering good governance, popular participation, the rule of law and human rights as contained in the African Union's Constitutive Acts. EISA welcomed the opportunity to collaborate with both the East African Community and the Economic Community of Central African States and signed a Memorandum of Understanding with each of these Regional Economic Communities (RECs). As in previous years, EISA provided support to the Southern African Development Community (SADC), particularly in regard to supporting the SADC Election Observation Missions and training observers.

The Institute also deployed its own continental observation missions and provided technical support to the African Union and the RECs mentioned above, in selected elections.

EISA also facilitated several continental civil society observer workshops thereby strengthening their capacity to actively participate in the election process with sufficient knowledge and information to ensure that the process represents the choice of the voter. These workshops furthermore encouraged opportunities for an exchange of experiences and lesson learning.

In addition, support was provided to the Electoral Management Bodies (EMBs). In Kenya and Burundi, EISA, in partnership with the respective EMB's, put in place EISA's election conflict management programme to assist the EMBs in resolving election related conflicts. In the DRC, EISA provided support to the Commission Electorale Indépendante (CEI) initiating and familiarising CEI officials with all aspects of the electoral process and introducing them to challenges inherent in the conduct of elections.

Taking cognisance of technological developments and the role it can play in the electoral process, EISA facilitated a workshop for EMBs on Elections and Technology. The workshop gave participants an opportunity to assess the application and relevance of technology to their own needs.

STRENGTHENING POLITICAL PARTIES

EISA's Strengthening Political Parties programme was highlighted in this year's annual continental symposium under the theme "Setting Benchmarks for Enhanced Political Party Performance for Democratic Governance in Africa". The workshop provided a platform for the identification of best practices beyond the countries where the programme is being implemented. The high level of representation of both governing and opposition parties in African countries enabled delegates to share their experiences and views on the most important indicators of the achievement of democratic governance in Africa, through the enhanced performance of political parties.

EISA adopted two separate but complementary approaches in the process of formulating benchmarks. First, an expert reference group comprised of party representatives, academics and other stakeholders was established as an advisory body in guiding the development of the benchmarks. Second, in-country workshops and dialogues with political parties were convened in Mozambique, Chad, Lesotho,

South Africa and Botswana, to develop benchmarks. These activities culminated in the 5th EISA annual symposium held in Johannesburg on the 23rd and 24th November. In addition to representatives of political parties, delegates included political analysts and commentators from a wide range of organisations and countries, including those from beyond the African continent.

The EISA Chad Field Office provided capacity building workshops for political parties and established a resource centre for political parties, creating an environment for political parties to engage in dialogue and explore areas of common interest.

PROMOTING TRANSPARENT GOVERNANCE

The EISA DRC Field Office continued to make a contribution to stemming corruption and promoting transparent, accountable and responsive governance. A major achievement was the adoption of the national Anti-Corruption strategy by stakeholders, the first of its kind in the country.

EISA's achievements outlined in this report could only have been made possible through the hard work and commitment shown by all our staff during the past year, with staff going that extra mile to ensure that EISA met its goals and objectives.

The EISA Board must be commended for the valuable contribution it has made, ably led by the EISA Board Chairperson, giving guidance and support to the EISA Executive Director, Acting Executive Director, Management and staff.

EISA is extremely grateful to its donors and partners for their support and contribution in 2010, enabling EISA to successfully implement its programmes. We will endeavour to further deepen these fruitful relationships in 2011 and beyond.

Denis Kadima and Ilona Tip
Executive Directors
December 2010

programmes



Dr Khabele Matlosa
Director of Programmes



Kedibone Tyeda
Projects Coordinator



governance institutions and processes



Ebrahim Fakir
Manager



Victor Shale
Senior Programme Officer



Grant Masterson
Senior Programme Officer



Nirina Rajaonarivo
Programme Officer



Maureen Molo
Projects Coordinator



Nkgakong Mokonyane
Programme Assistant



introduction

OVERALL, THE YEAR 2010 SAW A GREATER CONSOLIDATION OF THE THEMATIC AND PROGRAMMATIC FOCUS IN THE GOVERNANCE INSTITUTIONS AND PROCESSES DEPARTMENT (GIP). MUCH WAS ACHIEVED DURING THIS YEAR: EISA WAS ABLE TO STRENGTHEN COLLABORATIVE PARTNERSHIPS WITH ORGANISATIONS ACROSS THE CONTINENT AND CONSOLIDATE EISA HEAD OFFICE AND FIELD OFFICE CO-ORDINATION AND COLLABORATION ON PROGRAMME AND ACTIVITY IMPLEMENTATION.

Overall, the year 2010 saw a greater consolidation of the thematic and programmatic focus in the Governance Institutions and Processes Department (GIP) and was a signal year in which GIP was able to strengthen collaborative partnerships with organisations across the continent, consolidate head office and field co-ordination and collaboration on programme and activity implementation in the governance and democracy sector.

GIP, alongside other EISA departments, improved internal organisational oversight mechanisms for programme monitoring and performance management. These improvements have resulted in greater attention to quality control, enhancing the ability of departmental programmes to better align themselves to EISA strategic objectives as well as consistently deliver products and services to the satisfaction of EISA partners, and in the public interests.

GIPs secured support from the Embassy of Finland in South Africa for a regional programme focusing on the strengthening of political parties in South Africa, Lesotho and Botswana. This new phase of the political parties project expanded on EISA's past work with political parties and enhanced the reach and impact of work with political parties across the Southern African region. Coupled with the support from the UK's Department for International Development (DFID), GIPs strengthened its work with political parties in Mozambique, Kenya and Chad. The 2010 Symposium, as reported in the section on the political parties programme, engaged in developing benchmarks for open and democratic political party systems, as well as indicators

that would assist political parties in their efforts at better institutionalisation. The Symposium was able to have a reach and impact beyond the core countries within which EISA's political party programme work is located.

The local governance programme secured project funding from the Charles Mott Foundation for the entire period of 2010, extending into 2011, to work with civil society partners on a civil society capacity building project. EISA's approach to work at local level aimed to build sustainability by identifying community mentors to carry on project activities once the current phase of the programme comes to an end. In addition, EISA transferred some resource support to communities through the community mentor programme and the organisations they are affiliated to, with built-in audit oversight and accounting regimes as well as to build a culture of regulation and good corporate governance amongst local community based organisations (CBOs) and non-governmental organisations (NGOs). These modest resources were channelled by EISA into communities in order to sustain community involvement in basic citizen perception surveys related to perceptions of local democratic governance and service delivery, as well as to maintain lobbying and advocacy at the local level, where necessary.

With respect to the African Peer Review Mechanism (APRM) programme, supported by the Swiss Agency for Development and Cooperation, EISA's current projects supported a range of diverse activities. The development of niche work areas and information provision and analysis in countries that are APRM

accession countries, saw EISA work closely with civil society actors in those countries to stimulate the engagement of civil society organisations (CSOs) in the APRM. EISA worked with selected in-country partners on the APRM programme in order to jointly implement activities. In exchange, EISA provides resource transfers to partner organisations to ensure programme sustainability and build effective and enduring long-term relationships. In enhancing partnerships, EISA intensified its partnership building in concrete ways through hosting joint initiatives with other donor partners and collegial organisations with which EISA shares complementarities. These partnerships are expanding across programme areas and received prominence in the APRM programme through partnership on an international conference hosted in Uganda with the Africa Governance, Monitoring and Advocacy Project (AfriMAP) and the South African Institute for International Affairs (SAIIA).

Over the year 2010, the GIP department continued to provide a valuable public service to the media, development partners and donors and other civil society organisations by providing information and analysis on the political and electoral processes of several different countries.

In contributing to future democratic social and economic development, EISA formalised its internship programme over 2010, by devising a structured internship programme with the added attraction of a monthly stipend. In providing opportunities and exposure to future governance professionals, EISA recruited two post-graduate students as interns, providing them with an opportunity to hone their professional skills through working on project implementation and their substantive content area skills through supervised opportunities in order to publish policy relevant or academic writing.

Serving as a launch-pad for the compendium edition of the EISA Election Updates focusing on the 2009 South African elections, EISA hosted a successful public seminar titled “What is the future of elections as an instrument of democratic political contestation in South Africa, Perspectives on political contestation & emergent trends”. The seminar was addressed by Dr Brigalia Bam, Chairperson of the Electoral Commission of South Africa; Professor Raymond Suttner, former South African Ambassador to Sweden and a former Member of the South African Parliament; Professor Susan Booysen of the University of the Witwatersrand School of Public and Development Management; Dr Mcebisi Ndletyana of the Human Sciences Research Council; and Ebrahim Fakir, EISA-GIP manager. The seminar also generated content for the special edition focusing on the South African Elections of EISA’s peer reviewed and accredited Journal of African Elections.

Aside from the various publications produced by EISA, GIP staff contributed to publications by other outlets. These included:

1. “Just Who Do Democracy Protection Institutions Protect?”
Ebrahim Fakir and Catherine Musuva, *The Thinker*, Vol. 16, June 2010. pages 14-18.
2. “Media Freedom and the Public Interest: between a rock and a hard place. *Muddling distinctions between the private and the public.*
Ebrahim Fakir, *POLITY*. March 2010.
3. “Political Tolerance in a Participatory Democracy”,
Ebrahim Fakir, *Transformer, The Journal for Development and Governance*, Vol. 16 No. 4, August/September 2010, Afesis Corplan.

political parties support

Overview:

Pursuant to EISA's strategic objective to strengthen governance institutions to ensure effective, accessible and sustainable democratic processes, the Political Parties Support focused on two projects in 2010, "Supporting Political Parties' Internal Organisation and Capacity in the SADC Region" funded by the Embassy of Finland, and the Africa Democracy Strengthening Phase II (ADS II) project funded by DFID. The first project was implemented in South Africa, Lesotho and Botswana and the latter in Chad, Kenya and Mozambique. Although two separate projects, there is strategic alignment between them to ensure complementary objectives and outcomes. In particular, a key activity of the ADS II project is developing benchmarks for political systems and political parties. In order to orient political systems towards democratic governance principles, and to enhance the role and improve the effectiveness of political parties in playing a meaningful role in democratic governance regimes. Both projects dovetailed the benchmarking process and ran simultaneously in order to maximise geographic reach and impact. Through the benchmarking process and the 2010

Symposium, which focused on developing the benchmarks, EISA was able to position itself as an informed and influential institution on the different aspects of the roles, functions, operations and institutionalisation of political parties and party systems. Much of the work conducted through the benchmarking process, and particularly the in-country benchmarking workshops with political parties, is having a profound impact on the shaping of party systems. An example of this is in Kenya where the drafting of a political party law as part of the new constitution making process incorporates some of the benchmarks for party systems and party institutionalisation developed through the EISA benchmarking process. In addition, the benchmarking process allowed EISA to add to its network some of the foremost international and continental experts on political parties and party systems. This was achieved through invitations to speakers at the Symposium and through the establishment of an expert Reference Group to guide the benchmarking process.



Voters roll verification at the Botswana Congress Party Election
17 JULY 2010



Mr Bulane (LCD Lesotho) and Hon. Minister Livula-Ithana – 5th Annual Symposium
23 NOVEMBER 2010

Achievements:

In 2010 the political parties programme was able to expand geographically beyond the SADC region through the ADS II project. This expansion has contributed to the profiling of EISA's work in the area of political parties in West, East and Central Africa. The programme contributed significantly to deepening internal party democracy by providing technical expertise to parties' internal electoral processes, providing training and capacity building and facilitating workshops on a number of topics.

SUPPORTING POLITICAL PARTIES' INTERNAL ORGANISATION AND CAPACITY IN THE SADC REGION

Following a careful assessment of the intra-party conflicts, particularly around leadership elections and primary elections in the three countries, Botswana, Lesotho and South Africa, covered by this project, EISA provided technical expertise through the facilitation of internal elections within parties. The Political Parties Support, in collaboration with EISA's Balloting and Electoral Services (BES), piloted this intervention in Botswana by running the Central Committee Elections of the Botswana Congress Party (BCP). Significantly, this was the first internal political party election in Botswana to be run by a professional organisation. Subsequent to the facilitation of the internal elections of the BCP, the party has begun to effect changes to its electoral processes and procedures on the recommendations made by EISA. This was done in a post election report which identified gaps in the extant party electoral processes in order to ensure a fair and transparent

electoral process for future party elections. This intervention has served to minimise disputes that usually occur after party leadership elections. EISA's role in the internal party electoral process of the BCP received wide coverage in the print and electronic media and these elections were hailed as having been credible and professionally conducted. As a result, other parties in Botswana have also expressed an interest in having their internal leadership elections conducted by EISA in order to avert internal conflict which have precipitated party splits.

AFRICA DEMOCRACY STRENGTHENING PHASE II

In pursuit of strengthening the capacity of political parties in selected countries to be effective, accountable, responsive, transparent and internally democratic, EISA embarked on an exercise to develop benchmarks jointly with political parties. This exercise involved two complementary activities namely, the establishment of an expert Reference Group and holding of in-country benchmarks workshops.

Reference Group

The expert Reference Group was established to serve in an advisory capacity to guide the development of the benchmarks. Its membership consisted of senior academics and practitioners within the African continent, as well as academics from Europe. The Reference Group contributed to the benchmarking process by attending, making presentations and facilitating the in-country workshops in Botswana, Chad, Kenya and Lesotho.

In-country benchmarking workshops

In-country benchmarking workshops were conducted in Botswana, Chad, Kenya, Lesotho, Mozambique and South Africa. Political parties in these countries reflected on the role which political parties play and addressed the critical question of how parties in Africa ought to be institutionalised. The important aspect of these workshops was that they sought answers to this question jointly with the beneficiaries of the process – political parties. The participating parties came up with the benchmarks specific to their country, but in doing so also had regard for the relevance of the benchmarks to the region and the rest of the continent. Through highly participatory discussions, the ruling and opposition parties took full ownership of the development of the indicators and draft benchmarks. This is a rare achievement given that ruling and opposition parties often regard each other with suspicion. The draft benchmarks were integrated with the work of the Reference Group and submitted at the 5th Annual Symposium.

5th Annual EISA Symposium

The 5th EISA annual symposium was held from the 23rd to the 24th November 2010. This Symposium, entitled “Setting Benchmarks for Enhanced Political Party Performance for Democratic Governance in Africa” was dedicated to discussing

the development of benchmarks for political parties. The Symposium was officially opened by His Excellency Jerry Rawlings, Former President of the Republic of Ghana. Participants at the Symposium were drawn from ruling and opposition political parties from across the African continent, development partners, civil society organisations, media and other international actors.

The Symposium was the biggest single political party event bringing together ruling and opposition parties from all regions of the continent. In the process of developing benchmarks it focused specifically on establishing criteria for open and democratic political party systems, and suggesting benchmarks for improved political party organisation and institutionalisation.

Preview of 2011:

The Political Parties Support will focus on:

- Capacity building of parties in Botswana, Lesotho and South Africa.
- Popularising the political party benchmarks in Botswana, South Africa, Lesotho, Mozambique, Kenya, Chad and Madagascar.



african peer review mechanism

Overview:

The African Peer Review Mechanism (APRM) is a governance mechanism which, through shared experiences, collective accountability and peer learning, encourages improved governance practices in participating member states. EISA, through its work on the APRM, aims to promote better civil society engagement in the APRM process at national and continental level and has been doing so since 2005. The year 2010 was a significant milestone for EISA's APRM programme. In particular was EISA's initiative to partner with the SALLA and AfriMAP to jointly host a landmark continental conference alongside the African Union Summit in Kampala, Uganda in July 2010. The programme also held activities in Mauritius, Zambia and Tanzania, all of which were aimed at strengthening and co-ordinating the efforts of CSOs in those countries in relation to their participation in the APRM process. The launch of the widely acclaimed publication "Peering the Peers: Civil Society

and the African Peer Review Mechanism", edited by Grant Masterson, Kojo Busia and Adele Jinadu was also launched in Kampala, Uganda, during the July conference, and has since been well received in the scholarly and policy community.

Achievements:

CSO CAPACITY BUILDING IN UGANDA, MAURITIUS AND ZAMBIA

Taking the form of conferences, reports, initiatives and communiques, these events facilitated a collective focus and co-ordination around the APRM and governance in each country respectively.



Ebrahim Fakir, GIP Manager & MACOSS staff at Mauritius APRM workshop
OCTOBER 2010



Working group
MAURITIUS, OCTOBER 2010

Conference on “Taking peer learning to the next level”

This initiative, hosted jointly by EISA, AfriMAP, SAIIA and the African Governance Institute (AGI) was held alongside the African Union Summit on 21 and 22 July 2010 in Kampala, Uganda. Despite the considerable disruptions caused by bomb blasts in Kampala the week preceding the conference, the event was an overwhelming success, with a truly continental representation of CSOs and APRM stakeholders in attendance. Focussing on the theme “Taking peer learning to the next level: prospects and challenges for the APRM” the conference drew together perspectives from the major stakeholders in the APRM from Africa’s five regions, as well as media and official representatives of APRM bodies.

In-country conferences

(a) Mauritius

In collaboration with the Mauritius Council of Social Services (MACOSS), EISA hosted a two-day conference in Mauritius on 23 and 24 September 2010, the aim of which was to enhance the understanding and capacity of Mauritian NGOs to monitor the recently developed National Programme of Action (NPoA) by non-state actors. Drawing on a broad range of experiences and stakeholder inputs, and attended by 97 representatives of Mauritian society, the conference stimulated the engagement of CSOs to monitor the exercise. To provide an opportunity for peer learning and exchange of experiences, Ms Susan Mwape from

Zambia’s CSO APRM Secretariat shared Zambia’s experience. Sharing the Zambian experience provided the Mauritian delegates with insight into how civil society co-ordination has enabled Zambia’s CSOs to impact on the country’s APRM process.

(b) Zambia

In collaboration with the Civil Society APRM Secretariat, EISA’s APRM programme partner in Zambia, a conference was organised in Lusaka, Zambia on 12 and 13 October 2010. As Zambia had not as yet published its country report, the focus of the conference shifted from the NPoA, as was the case in Mauritius, and focused instead on the forthcoming Zambian Country Review Mission to be organised by the APRM Secretariat. Attended by 63 representatives from Zambian civil society, including the Chairperson and Vice-Chairperson of the National Governing Council for the APRM in Zambia, the event provided an opportunity for diverse interest groups to co-ordinate their collective responses to the APRM prior to the arrival of the Country Review Mission. The participation and input of Mr Ram Nookadee of MACOSS to share the Mauritian experiences of the APRM was well received by the participants.

“PEERING THE PEERS” BOOK

This publication was launched on the fringe of the African Union Summit in Kampala, Uganda in July 2010.

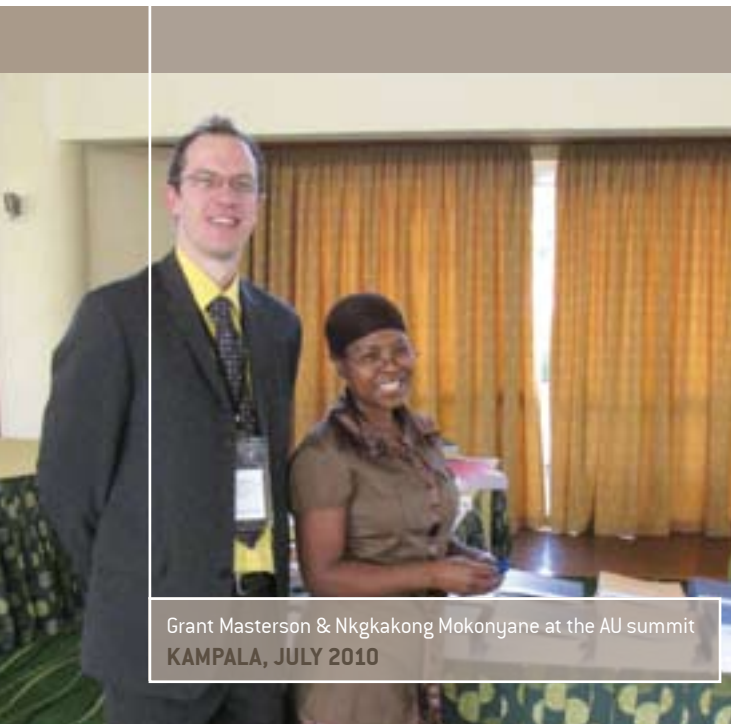
PRESENTATIONS

During the period under review, presentations on the APRM were requested by external organisations, including:

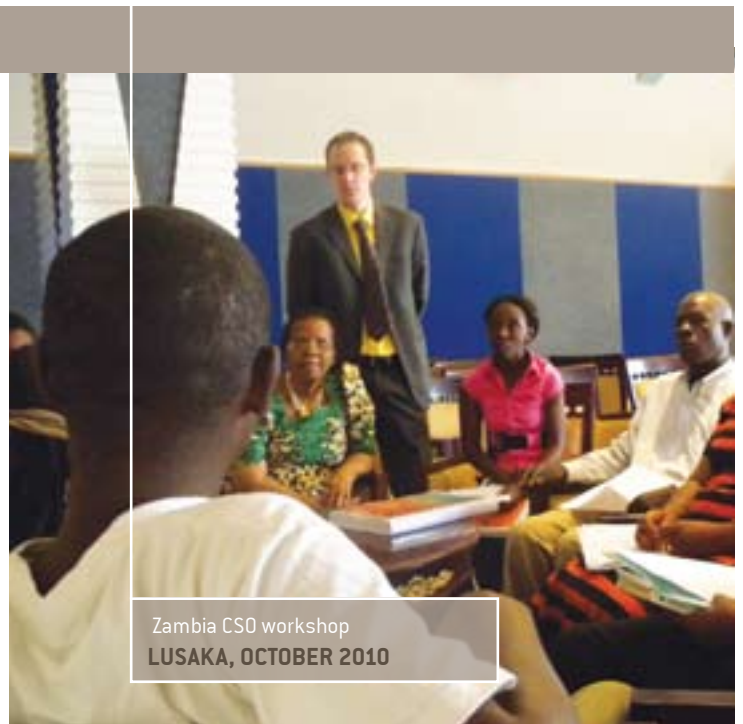
- The Good Governance Learning Network (February 2010)
- The South African Institute of International Affairs (February, March 2010)
- The Centre for Policy Studies (March 2010)
- The United National Development Programme (May 2010)
- The Department for International Development (DFID) of the British Government (June 2010)
- The Canadian International Development Agency (July 2010).

Preview of 2011:

- Programme evaluation
- A country conference in Tanzania
- A high level policy conference on the APRM in Johannesburg in August 2011.



Grant Masterson & Nkgkakong Mokonyane at the AU summit
KAMPALA, JULY 2010



Zambia CSO workshop
LUSAKA, OCTOBER 2010

Local Governance Programme

Overview:

The thrust of EISA's Local Governance Programme is centred on strengthening citizen participation within the local governance sphere. To date, EISA's local governance work has mainly been conducted in South Africa through the generous funding of the Charles Stewart Mott Foundation and the AVENG group. EISA conducted activities under its *Strengthening Democracy at the Local Level* programmes in the Dipaleseng local municipality of the Mpumalanga Province as well as in Diepsloot in the Johannesburg Metropolitan Municipality. Though only working with civil society organisations in two parts of the country, EISA maintained a national profile in South Africa through its involvement in the Good Governance Learning network, as well as its research and publications. EISA contributed to the annual civil society "State of Local Governance" Report produced by the Good Governance Learning Network, with a case study on the upsurge of service delivery protests that characterised Balfour in 2009 and 2010. EISA also published a series of research papers on local governance finance in the SADC region.

Achievements

STRENGTHENING DEMOCRACY AT THE LOCAL LEVEL, DIPALESENG AND DIEPSLOOT

EISA implemented this programme in the Dipaleseng Local Municipality (Siyathemba and Greylingstad) and Diepsloot (Johannesburg Metropolitan Municipality) through a series of activities that began in 2009 and which will culminate in 2011.

A series of consultative meetings were held with the ward councillors and community development workers (CDWs) as a courtesy by EISA to introduce them to the programme and its objectives. EISA facilitated training with civil society organisations in both Dipaleseng and Diepsloot on local

governance using the EISA Local Governance Advocacy and Conflict Toolkit which was developed in 2009. Participants were trained in the course content and were provided with hard and soft skills such as how to develop strategies for future engagement with local government institutions. This process assisted in enhancing the understanding of civil society organisations on matters of local government.

For the purpose of the smooth implementation of the project in the two municipalities, EISA employed two mentors for each ward of the municipality, selecting a total of six community mentors. In doing so, EISA encouraged local ownership and sustainability of the programme beyond EISA's direct intervention and training, while at the same time broadening the scope and capacity of talented individuals to be able to continue engaging in community development work. The mentors were locally based citizens selected through a rigorous process from amongst the civil society organisation representatives that participated in the initial training workshops conducted by EISA. The mentors were given three month contracts and were individually coached on the local governance system and the role and functions of a community mentor and facilitator. The responsibilities of the mentors included acting as a focal point between EISA, community working groups and local councillors and officials in their respective municipalities.

The local governance municipal scorecard developed in 2009 was the instrument used by the mentors and the working groups to identify issues facing their community that relate to service delivery and governance. The information collected with this instrument then formed the basis for the development of the groups' advocacy strategies for engagement with the municipality to ensure that these issues are addressed and to strengthen their engagement with their communities. There were notable successes as a result of the scorecard, the

most significant of which was a positive response from the municipality to engage with the mentors, working groups and the community to address the issues identified.

At the end of the programme, early in 2011, an evaluation workshop will be conducted at EISA in Johannesburg with mentors and participants from both Dipaleseng and Diepsloot. The aim will be to tease out the challenges, successes and benefits of this experimental approach which combined specialised training with community-based mentors and facilitators who conducted basic research into citizen satisfaction on key democracy and governance indicators.

GOOD GOVERNANCE LEARNING NETWORK

EISA continued with its involvement in and membership of the Good Governance Learning Network and submitted a case study to be published in the annual State of Local Governance Report 2010 (SoLG) that will be published in 2011. This research case study focused on the social protests that occurred in Balfour in 2009 and 2010.

Preview of 2011:

- Participation in the South African Local Government Elections through interventions including analysis, commentaries and workshops
- Training and evaluation of the *Strengthening Democracy at the Local Level* training, mentorship and coaching programmes
- Workshop for Avusa trainees on the 2011 South African Local Government Elections .

elections and political processes



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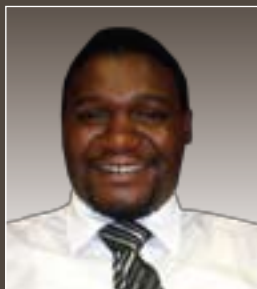
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introduction

THE ELECTIONS AND POLITICAL PROCESSES (EPP) DEPARTMENT CONTINUED TO EXPAND AND DEEPEN EISA'S COVERAGE ACROSS THE AFRICAN CONTINENT, MAINLY THROUGH ITS PARTNERSHIP WITH THE AFRICAN UNION (AU), AS WELL AS REGIONAL ECONOMIC COMMUNITIES. LANDMARKS FOR THIS EXPANSION INCLUDED THE SIGNING OF MEMORANDA OF UNDERSTANDING BETWEEN EISA AND RESPECTIVELY THE EAST AFRICAN COMMUNITY (EAC) AND THE ECONOMIC COMMUNITY OF CENTRAL AFRICAN STATES (ECCAS). EISA ALSO CONTINUED ITS SUPPORT TO SADC, PARTICULARLY IN THE FIELD OF ELECTION OBSERVATION.

EPP deployed several continental observation missions, including missions to the Central African Republic and Tanzania. It provided assistance to EMBs, as well as promoted corporate governance within the corporate sector, political parties, tertiary institutions, statutory bodies and CSOs through the conduct of internal elections.

The department fulfilled its objectives through a number of programmes, with some of them cutting across other departments and Field Offices.

Achievements

ELECTION OBSERVATION MISSIONS

During the period under review, the department coordinated the deployment of EISA continental election observer and technical missions to Guinea Conakry, Mauritius and Zanzibar. These missions were a combination of technical support to domestic observer groups in the host countries as well as the deployment of EISA continental election observer missions. All these missions provided an opportunity for EISA to collect information on the conduct of the electoral processes in the three countries and to contribute to peer learning and support.

EISA participated in the Carter Centre observer missions to the National Elections in Sudan which were held over six days from 11 to 16 April 2010, as well as the Carter Centre Mission to the

National and Local Elections in the Philippines in May 2010. This was an opportunity for the two partner organisations to share their experiences in election observation management and deployment.

The main purpose of the EISA's team to the Philippines election was to assess the automated voting technology which was used for the first time in these elections. EISA used this opportunity to include a study tour with the aim of enhancing EISA's expertise in the area of automated election systems, an important aspect of EISA's work with EMBs and other key electoral stakeholders on the continent, as well as the enhancement of its internal capacity through the use of automated voting in the Balloting and Electoral Services.

SUPPORT FOR THE AFRICA UNION COMMISSION AND THE PAN-AFRICAN PARLIAMENT

EPP continued to provide support to the African Union in the area of election observation. This support materialised in two ways: support provided to the Democracy and Electoral Assistance Unit (DEAU) of the African Union Commission and technical assistance and expertise provided to the African Union election observer missions during their deployment.

Furthermore, in partnership with the Carter Center (TCC) and the International Foundation for Electoral Systems (IFES), EISA developed two manuals for the DEAU. The first was designed



Partnership signing between EISA and ECCAS
LIBREVILLE, GABON, 16 JUNE 2010.



Partnership signing between EISA and EAC
NAIROBI, KENYA, 18TH AUGUST 2010.

as a training manual for the AU observers, whereas the second manual focused on the training of DEAU staff in election observer missions' management and co-ordination.

During the period under review, the second series of orientation workshops on election observation methodology was conducted for the AU election observers in Dakar, Senegal, from 1 to 3 March 2010, facilitated jointly by EISA, IFES and TCC for DEAU.

PARTNERSHIP AND SUPPORT TO REGIONAL ECONOMIC COMMUNITIES

Support to the East African Community (EAC)

As part of its growing support to regional economic communities, EISA signed a Memorandum of Understanding with the EAC to provide support for election observation. As a result, EISA provided technical assistance to the EAC election observation mission to the 2010 General Elections in Tanzania held on 31 October 2010. More specifically, EISA conducted training in election observation and briefings for EAC observers, while assisting the co-ordination team of the EAC mission in Tanzania.

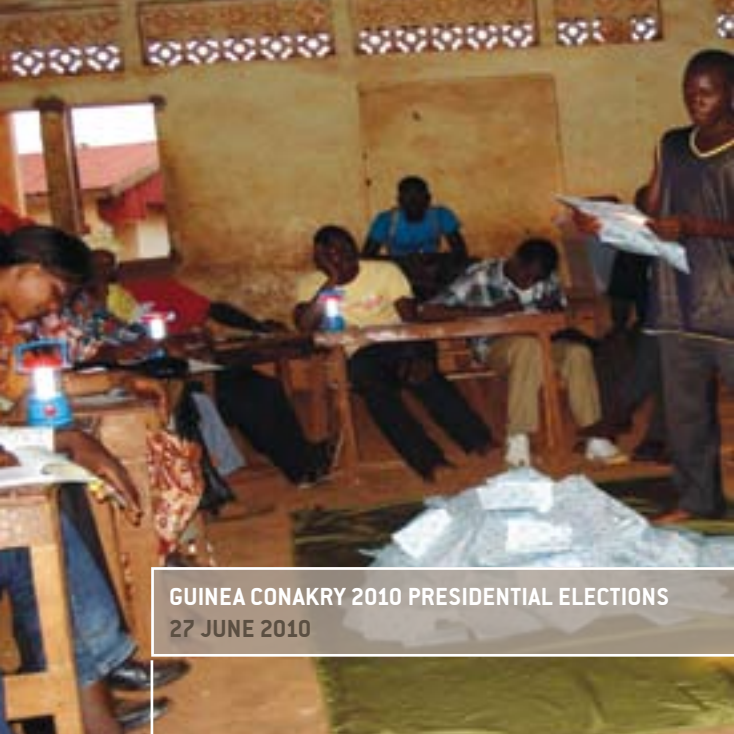
Support to SADC election observation missions

EISA has been providing this service since 2009. The initial agreement was extended to include training for SADC observers deployed to countries of the sub-region organising elections in 2010. The programme was aimed at enhancing the effectiveness of the SADC election observer missions and included capacity development for the SADC secretariat in the area of management and co-ordination of election observation missions.

Three workshops were held during the period under review:

1. Port Louis, from 25 to 26 April 2010 for SADC observers deployed to the 2010 elections in Mauritius
2. Harare, Zimbabwe, from 23 to 27 August 2010 for a core group of SADC election observers
3. Dar es Salaam, from 06 to 18 October 2010 for SADC observers deployed to the 2010 elections in Tanzania.

Besides training workshops for SADC observers, EISA also contributed to the improvement, at the technical level, of the capacity of the SADC Secretariat in developing a handbook on election observer missions' management for SADC staff members.



GUINEA CONAKRY 2010 PRESIDENTIAL ELECTIONS
27 JUNE 2010



SUPPORT TO EMBS

Support to the electoral and referenda processes in Zimbabwe

Between July and September 2010, EISA held a number of consultative meetings with the Zimbabwe Electoral Commission (ZEC) and the donor community in Harare. EISA is in discussion with the ZEC regarding the nature and level of support to be provided to ZEC for successful referendum and electoral processes in the country.

EMBs workshop on Elections and Technology

EISA, in co-operation with the International Institute for Democracy and Electoral Assistance (IDEA), held a three-day workshop on “Election and Technology” in Johannesburg, South Africa, from 25 to 27 November 2010. The purpose of the workshop was to set a framework for policy makers and electoral officials to decide on the appropriate level of technology; to provide an overview of the state of the art of technological application in elections using case studies from countries that have used different types of technology and to

explore a sound management approach in introducing new technologies.

By including the Building Resources in Democracy, Governance and Elections (BRIDGE) Module on Elections and Technology, the workshop was a combination of theory and practice. Participants to the workshop had the opportunity to experiment with a number of technologies applicable to various operations of the electoral cycle through the side exhibition made by developers and vendors of these technologies.

Partnership with ZESN

EISA, in partnership with the Zimbabwe Election Support Network (ZESN), provided support to civil society organisations in the area of constitutional review process. Five workshops were conducted around the country under the theme “Enhancing the Participatory Capacities of CSOs in the Constitution-Making Process in Zimbabwe”. The main objective of the workshops was to discuss various critical thematic issues in order for civil society to confidently make meaningful contributions from an informed perspective on the new Constitution.

Using Public International Law to Assess Elections: The Experience in Africa

In partnership with The Carter Center, EISA co-hosted a two-day workshop on assessment criteria for democratic elections. The workshop's aim was to introduce participating organisations to tools for election observation based on public international law. These tools, which are the output of TCC's multi-year, collaborative Democratic Election Standards project, were presented for review and discussion amongst participants to determine their effectiveness and relevance in the African region.

The two-day conference took place in Nairobi, Kenya, from 3 to 4 May 2010. The gathering was attended by representatives drawn from organisations working in the area of election observation, human rights, democracy and governance across the African continent.

Study tour

Through the United Nations Development Programme's (UNDP) Democratic Institutions Programme (DIP), EISA facilitated a study tour in October 2010 for a delegation consisting of National Electoral Board of Ethiopia (NEBE) members and

the secretariat on issues of boundary delimitation and other relevant topics in South Africa.

Besides an induction programme, the NEBE delegation visited and held discussions with both the South African Independent Electoral Commission (IEC) and the Demarcation Board.

Sustainable Voter Registration Methodologies

EISA and the United Nations Electoral Assistance Division (EAD) implemented a project on Development of Sustainable Voter Registration Methodologies. The project, funded by the United Nations Democracy Fund (UNDEF), was aimed at promoting development and awareness of sustainable and cost effective voter registration models, particularly in least developed and post-conflict countries, by analysing the relative costs, sustainability and effectiveness of low-tech, medium-tech and high-tech approaches to voter registration.

The project components included the mapping of available materials and documents on voter registration methodologies in Africa and the establishment of on-line database for a web access of these materials and documents.



ACE workshop, Lima, Peru
16-19 NOVEMBER 2010

Selected experts conducted field research to assess the registration systems in the following initial countries, believed to represent a broad spectrum of different voter registration methodologies: Mozambique, Malawi, DRC, Rwanda, Ghana and South Africa. The research was later extended to cover two additional countries, namely Liberia and Senegal.

During the period under review EISA published the analytical findings and the case studies in book form by the title "Voter Registration in Africa: A Comparative Analysis". Copies of the book have been disseminated and distributed to EISA partners. The book is also available for download on the EISA's website. Likewise, an online database of voter registration materials is available in English, French, Portuguese and Arabic, through the VR AFRICA webpage www.vrafrica.org and the ACE website www.aceproject.org.

ACE ELECTORAL KNOWLEDGE NETWORK

ACE is an online information resource covering all aspects of election administration. It features information on nearly every aspect of elections brought together under one portal - www.aceproject.org. EPP continued to co-ordinate EISA's contribution to the ACE Electoral Knowledge Network.

EISA hosts the Southern African Regional Resource Centre (RERC). As a partner and a Regional Resource Centre, EISA participated in the annual ACE Regional Centres workshop held in Lima, Peru, on 16-19 November 2010. The purpose of the workshop, co-hosted by *Jurado Nacional de Elecciones* (JNE) and International IDEA, was to discuss the previous year's findings and recommendations, as well as the upcoming year of activities by Regional Centres.

BALLOTING AND ELECTORAL SERVICES

The BES unit continued to offer professional services to its traditional clients, while at the same time sourcing new clients, as well as seeking innovative ways to ensure an efficient service. At the beginning of 2010, BES serviced Transmed Medical Fund for the election for member trustees.

BES also had a breakthrough in 2010 in terms of organising elections out of South Africa, notably the administration and management of the election process for the Central Committee of the BCP that took place in Maung, Botswana, in July 2010.



EMBs workshop on Elections and Technology
JOHANNESBURG 25-27 NOVEMBER



BES ACTIVITY STATISTICS IN 2010

#	Date	Client	Type of Service
1	September 2009 to August 2010	Transmed Medical Fund	Board of Trustees
2	January to May 2010	University of Western Cape	SRC Constitutional Development
3	20 to 24 February 2010	Department of Transport	National Taxi Association Executive Committee
4	26 to 28 March 2010	ANC Women's league Limpopo	Provincial Office Bearers
5	21 to 25 April 2010	ANC Youth league KZN	Provincial Office Bearers
6	May 2010	Chemical, Energy, Paper, Printing, Wood and Allied Workers Union (CEPPWAWU)	National Office Bearers
7	08 May 2010	COPE - Eastern Cape	Nominations for Congress
8	22 May 2010	COPE - North West	Nominations for Congress
9	22 May 2010	COPE - Gauteng	Nominations for Congress
10	22 to 23 May 2010	COPE - Western Cape	Provincial Office Bearers/Nominations for National Congress
11	May to June 2010	Driefontein Gold Fields	High Residence Committees Election
12	17 to 19 July 2010	Botswana Congress Party (BCP)	National Office Bearers
13	July to September 2010	Prosano Medical Fund	Board of Trustees
14	20 to 22 August 2010	South African Trade and Workers Union (SATAWU) Gauteng	Provincial Office Bearers
15	29 to 30 August 2010	South African Trade and Workers Union (SATAWU) Mpumalanga	Provincial Office Bearers
16	10 to 12 September 2010	South African Trade and Workers Union (SATAWU) North West	Provincial Office Bearers
17	10 to 15 September 2010	University of Western Cape	SRC
18	17 to 18 September 2010	South African Trade and Workers Union (SATAWU) Eastern Cape	Provincial Office Bearers
19	18 to 19 September 2010	South African Trade and Workers Union (SATAWU) Free State	Provincial Office Bearers
20	18 to 19 September 2010	South African Trade and Workers Union (SATAWU) Northern Cape	Provincial Office Bearers
21	18 to 19 September 2010	South African Trade and Workers Union (SATAWU) KwaZulu Natal	Provincial Office Bearers
22	27 to 30 September 2010	National Education, Health, and Allied Workers Union	National Office Bearers
23	30 September to 02 October 2010	South African Trade and Workers Union (SATAWU) Western Cape	Provincial Office Bearers
24	08 to 10 October 2010	South African Trade and Workers Union (SATAWU) Limpopo	Provincial Office Bearers
25	October 2010	Democratic Nurses Union	National Office Bearers
26	November 2010	Transnet Second Defined benefit Fund (TSDBF)	Nomination Communication
27	03 to 16 November 2010	University of Venda	SRA General Election
28	30 November to 02 December 2010	South African Policing Union (SAPU)	National Office Bearers
29	19 May 2010	COPE - Women's Movement	Nominations for National Congress

Preview for 2011

Building on the successes of previous years, the EPP department will continue to:

- Enhance the capacity of election practitioners through a number of targeted interventions, including promoting courses for EMBs, regional and Pan-African institutions in election administration, monitoring and observation, facilitation of peer learning and exchange of experiences. EPP will also continue to deploy continental election observer missions throughout the African continent.
- Strengthen its partnership with regional and continental institutions, such as SADC, the AU, the Pan-African Parliament, the East African Community, as well as the ECCAS, and continue its discussions with other regional bodies such as Economic Community of West Africa (ECOWAS) on possible partnership in the area of election observation.
- Provide capacity building for EMBs and CSOs in various aspects of the electoral cycle.
- Develop and enhance EISA's skills and expertise base in the area of election assistance, particularly in the area of appropriate technology.

operations



Ilona Tip
Operations Director



Junior Muke
Projects Coordinator
Field Office Support



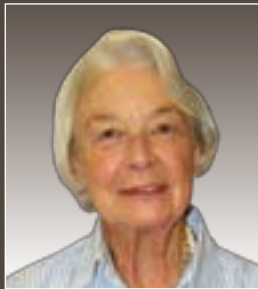
Zahira Seedat
Programme Officer
Field Office Support



publications and library



Jackie Kalley
Snr Librarian and
Publications Officer



Beth Strachan
Librarian



Mike Molefe
Library and Publications Clerk



publications and library

Publications

2010 was an extremely busy year for EISA in terms of the number of publications that were published and disseminated as outlined below:

ELECTION Update South Africa February - July 2009.
EISA, Johannesburg, 2010, 218 p. ISBN: 978-1-920446-29-1

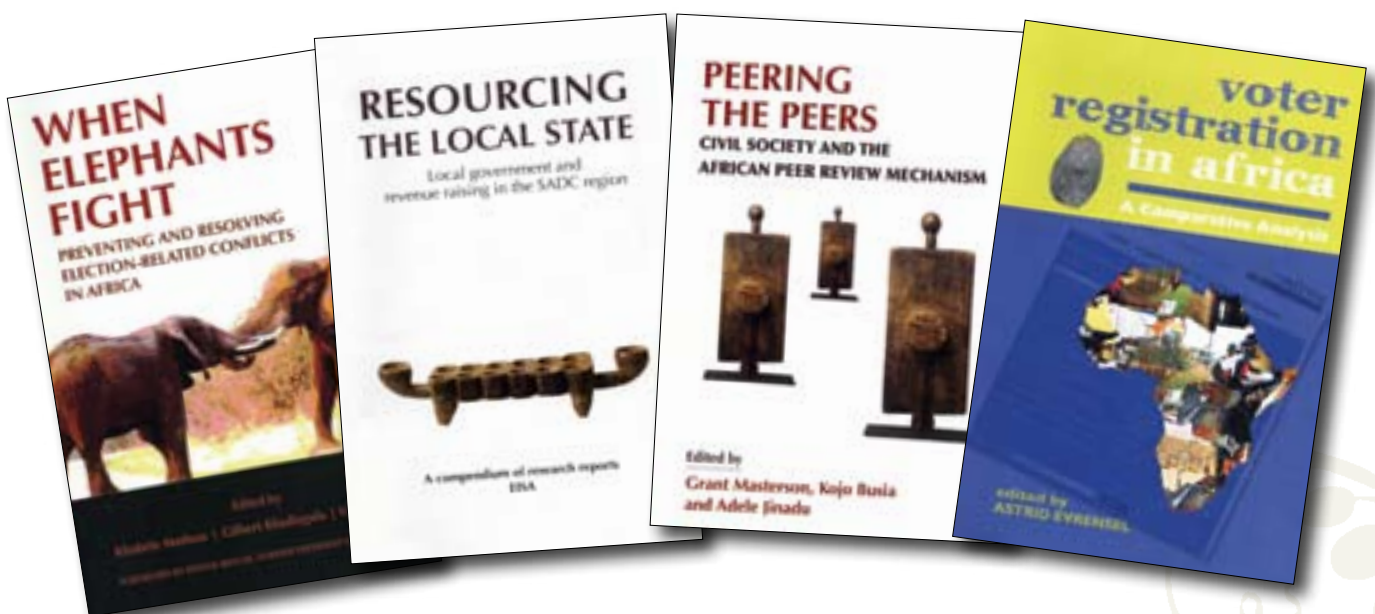
The publication covers South African electoral developments for the period under review. Includes several theoretical contributions as well as a provincial review.

PEERING the Peers: Civil Society and the African Peer Review Mechanism edited by Grant Masterson, Kojo Busia and Adele Jinadu. EISA, Johannesburg, 2010, 226 p. ISBN: 978-1-920446-21-5.

This volume of essays from leading civil society and governance experts from across the African continent looks at the critical role of civil society in the APRM, and draws lessons on how to both improve the engagement of civil society in the APRM, as well as indicate how the APRM might better be integrated into the activities of organisations and communities striving to improve the quality of governance and development in African states.

RESOURCING the Local State: Local Government and Revenue Raising in the SADC Region, edited by EISA. EISA, Johannesburg, 2010, 384 p. ISBN: 978-1-920446-27-7.

The principal goal of this regional project was to review the local government finance sector in the SADC region.



THIS Seat is Taken: Elections and the Under-representation of Women in Seven Southern African Countries edited by Gender Links. EISA, Johannesburg, 2010, 242 p. ISBN: 978-1-920446-26-0.

The contributions to this book consider the importance of gender equality to elections. Each contribution assesses the commitment to gender equality on the part of policy makers, law makers, political party leaders, electoral authorities and civil society in the country concerned.

VOTER Registration in Africa: A Comparative Analysis edited by Astrid Evrensel. EISA, Johannesburg, 2010, 381 p. ISBN: 978-1-920095-93-2.

The first part of the book provides an overview of different voter registration methodologies. It identifies guiding principles for voter registration and the latest technologies in the industry. The second part is devoted to country study reports - The Democratic Republic of Congo, Liberia, Malawi, Mozambique, Ghana, Rwanda, Senegal and South Africa.

WHEN Elephants Fight: Preventing and Resolving Election-related Conflicts in Africa edited by Khabele Matlosa, Gilbert Khadiagala, Victor Shale. EISA, Johannesburg, 2010, 268 p. ISBN: 978-1-920095-90-1.

The publication chronicles contemporary trends and examines electoral conflicts and the way in which various national, regional, and international players have tried to resolve them. It includes detailed case studies on Kenya, Lesotho, Nigeria, Tanzania and Zimbabwe.

JOURNAL OF AFRICAN ELECTIONS

- General electoral issues, vol. 9, no. 1, June 2010
- “South Africa: Elections 2009,” Special Issue, vol. 10, no. 2, October 2010, Guest Editor, Mcebisi Ndletyana



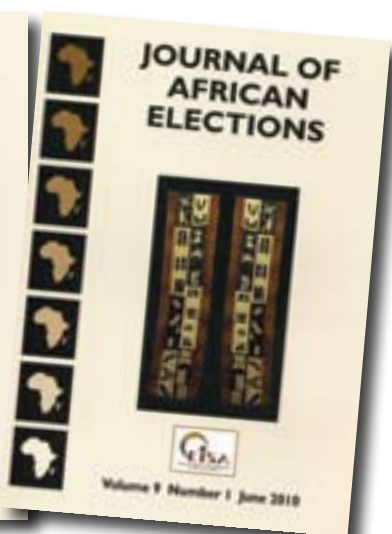
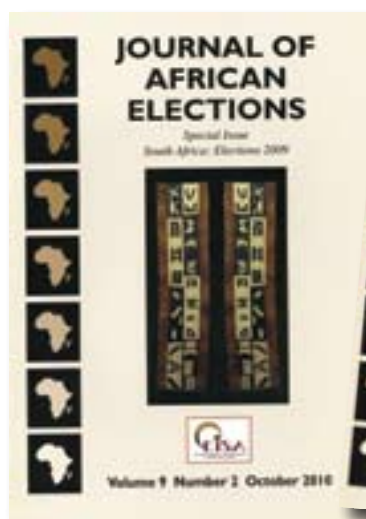
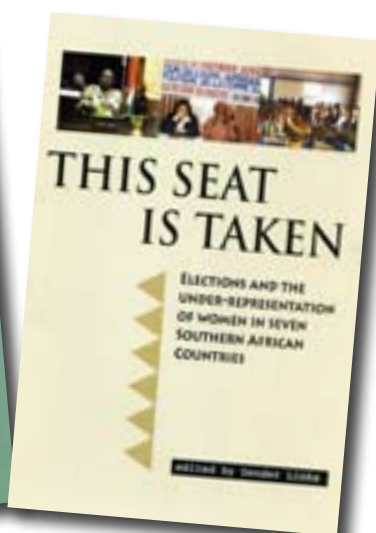
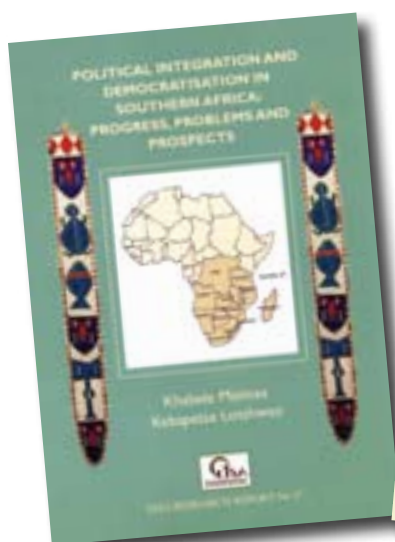
OBSERVER MISSION REPORTS

- no. 31 EISA Election Observer Mission Report, Zambia Presidential By-Election 30 October 2008
- no. 32 EISA Election Observer Mission Report, The Mozambique Presidential, Parliamentary and Provincial Elections of 28 October 2009
- no. 33 EISA Technical Assessment Team Report, Mauritius National Assembly Elections 5 May 2010
- no. 34 EISA Technical Assessment Team Report, Namibia Presidential and National Assembly Elections 27 and 28 November 2009

- no. 35 EISA Technical Assessment Team Report, Botswana Parliamentary and Local Government Elections 16 October 2009
- no. 36 EISA Election Observer Mission Report, South Africa National and Provincial Elections 22 April 2009

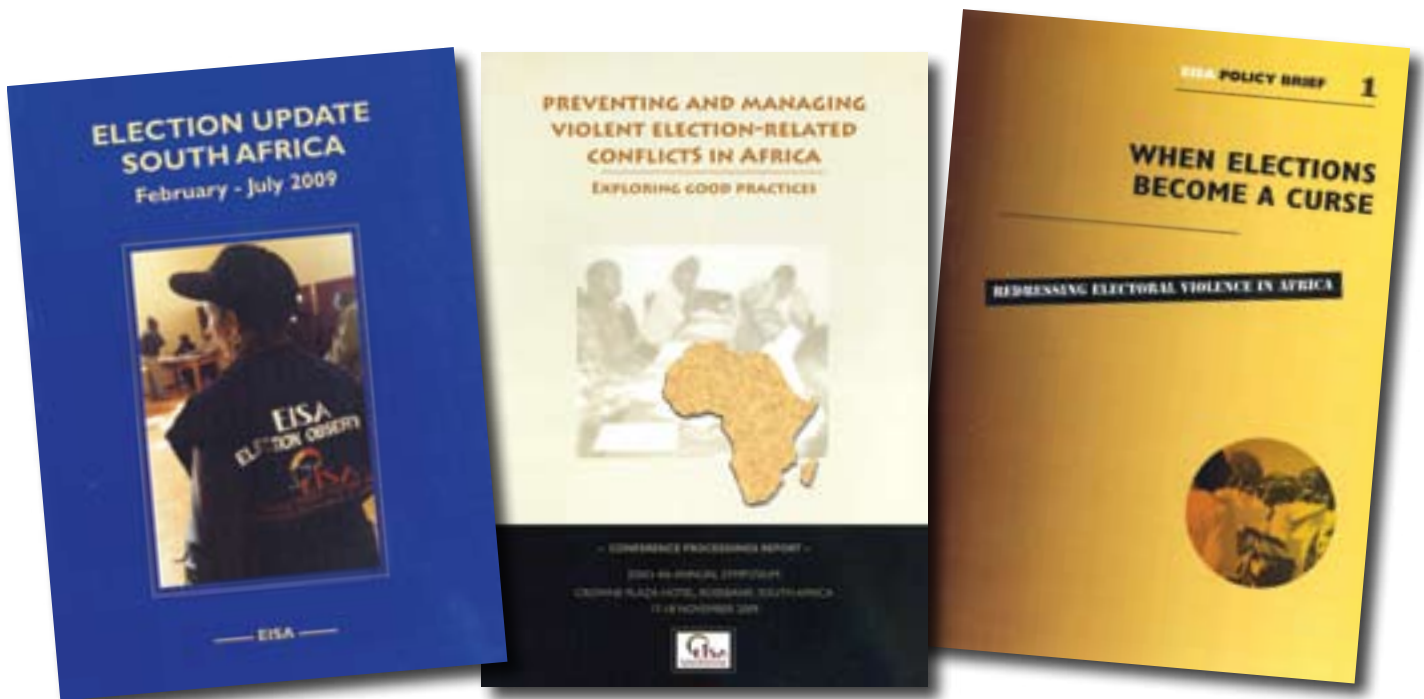
RESEARCH REPORTS

- no. 47 Political Integration in Southern Africa: Progress, Problems and Prospects by Khabele Matlosa and Kebapetse Lotshwao



The Library

The Library continued in its service role to staff, researchers and interested parties both nationally and internationally. The scope of the database has widened reflecting EISA's continental interests and obligation. This has resulted in library staff having to keep pace with electoral developments, particularly in the field of legal and constitutional frameworks and relevant background material. Increased training in voter education has also impacted on staff to catalogue and supply material. Holdings are continuously updated and new material added.



information and communication technology



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Senior Programme Officer



Deane Stuart
Researcher



Irene Maboea
Support Technician



information and communication technology

The Information and Communication Technology (ICT) Unit works to support the EISA strategic objective **“EISA’s expertise and knowledge in the democracy and governance sector is enhanced”** by

- providing technical support to the EISA staff
- managing EISA’s digital knowledge resources
- formulating ICT policy
- designing and developing EISA’s websites.

In 2010 the ICT department met the organisational strategic objective by participating in and supporting the following projects and activities at EISA:

EISA websites

- The Democracy Encyclopaedia continued to be developed and is now, more than ever, a recognised academic resource. Pages from the Encyclopaedia are still amongst the top 10 viewed on the website every month
- A website for the EISA Governance and Transparency Fund (GTF) project in the Democratic Republic of Congo (DRC) was designed in preparation for the addition of content in 2011

Preview of Plans for 2011

- The redesign of the EISA website will be completed in order to optimise content management and publishing, and to create a more user friendly interface, as well as grow EISA’s online presence. The redesign process will include a content management strategy, social marketing elements, and a new information architecture for the website, as well as a blog to showcase articles and analysis from EISA staff
- An extended style guide will be developed for EISA in English with plans to develop versions in other languages at a later stage
- A more integrated approach to using new technologies at EISA will be investigated, promoted and led by the EISA ICT team.

field offices



burundi



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field office report: burundi

Overview

EISA opened its Burundi office in March 2010. The office forms part of the broader EISA continental programme supporting the strengthening of governance processes and representative institutions in order to entrench participatory democracy. EISA is not new to Burundi, having had an office that provided support to the electoral process in 2005 and 2006. This programme has been supported by DFID.

EISA's main focus during 2010 was support to political parties in the form of training party agents and the establishment of conflict management panels to support the elections that took place from May to July. This was particularly challenging as EISA only opened its offices in March. EISA held extensive and in-depth consultations with all stakeholders to immediately identify where best and most effectively it could provide support to the elections scheduled to take place from May. A further challenge was that following the publication of the communal election results in May 2010, Burundi experienced an increase in tension in the political atmosphere with twelve opposition parties withdrawing from the electoral process citing as the reason that the communal election was fraudulent and should be cancelled.

EISA had challenges in its endeavours to work with all political parties, especially after the withdrawal of some of the parties from participating in the presidential, legislative and senatorial elections. This resulted in the cancellation of EISA's registration as an international non-governmental organisation to continue our work in Burundi. Although much time was spent talking and writing to the authorities to have the decision reviewed, as there was no response by the end of the year, EISA regrettably took the decision to close the office. This is an unfortunate turn of events as the interventions that EISA was able to achieve in the period that the office was able to operate could contribute positively to the long-term democratic climate in Burundi.

Achievements

EISA's achievements revolved around two main axes: the training of political party agents in electoral observation and the establishment of the conflict management panels.

POLITICAL PARTY AGENT TRAINING

EISA undertook extensive consultations with the various political parties who initially participated in the communal elections held in May, agreeing on and identifying appropriate participants to attend "train the trainer" workshops. EISA trained 62 party agent trainers equipping them with knowledge and skills to train their own party agents. These trainers in turn trained 391 party agents.

Following the communal elections a further 113 party agent trainers were trained in early July with those parties contesting the legislative, presidential and senate elections. This training focussed mainly on the voting and counting processes and the role and responsibilities of party agents. The training built on the lessons learnt in the communal elections and focussed on clearly defining the duties of party agents highlighting the distinction between the responsibilities of electoral staff and party agents. EISA printed 15 000 flyers in local languages to assist these trainers in training their respective agents. A partner organisation printed other copies. These flyers were also displayed at the voting stations.

CONFLICT MANAGEMENT PANELS

Given the context in which the Burundi elections took place, EISA, in consultation with the National Independent Electoral Commission (CENI) and civil society organisations, established Conflict Management Panels based on the EISA Conflict Management Panel model. Following this, 108 mediators were identified and trained in the EISA Elections, Democracy

and Conflict Management Programme. EISA mediators were selected with the help of partner organisations and drawn from four provinces including Bujumbura city, Bujumbura Rural, Gitega and Ngozi. Mediators were selected on the basis of their standing in the community, impartiality and availability. EISA, in support of its objective to develop local capacity, initially trained ten trainers who in turn, with EISA support, trained the 108 mediators.

On 31 August, EISA presented a synthesis report compiled from the data received from mediators to local stakeholders, including the CENI, local authorities, media representatives and civil society organisations. The report identified types of conflict, the geographic areas where conflict took place, as well as the parties involved. The data were interpreted and synthesised into a consolidated report. The report drew considerable interest from the participants. Amongst other comments, the former CENI president noted that Conflict Management Panels (CMPs) played an important role in minimising election conflict and suggested that they should be introduced at the beginning of the electoral process as this would have an even stronger impact. He also proposed that the report prepared by EISA should be broadly publicised to show its impact on the elections.

DESIGNING A VOTING CENTRE MAP

EISA noted from its previous experience in supporting the electoral process in Burundi that there were no available maps and plans to assist observers in identifying local voting stations. In response, EISA designed and printed 200 maps of the voting centres across Bujumbura city to assist observers, especially international and continental observer missions. These maps were shared with CENI, local partners and external observation missions.

SUPPORT TO CIVIL SOCIETY ORGANISATIONS

Prior to the 2010 Communal, Presidential, Parliamentary and Senate elections in Burundi, EISA worked with CSOs to strengthen their capacity to deploy domestic observers during the country's elections, supported by Head Office.

Support to CSOs in Burundi

With the financial support of 11.11.11, a Belgian coalition of NGOs and IFES Burundi, EISA designed the relevant training materials and facilitated two training workshops for CSOs. These included, among others, the *Coalition de la Société Civile pour le Monitoring des Elections* (COSOME). The four-day back-to-back sessions were held respectively on 15-18 and 23-26 March 2010.

chad



Lucien Toulou
Country Director



Babu Kabasu Katulondi
Senior Programme Officer,
Political Parties



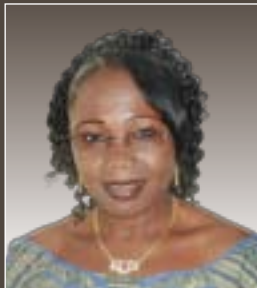
Baïdessou Soukolgue
Programme Officer, Political Parties



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Hikmat Abdramane
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El-Hadj Souleymane Ndinga
Driver



field office report: chad

Overview

2010 was a productive year for the EISA Chad Field Office. It opened in March 2009 with an initial focus on capacity building to provide support to civil society organisations in carrying out their role of assessing the integrity of the electoral process. With the support of DFID, the European Union and the Swiss Development Cooperation, EISA deepened its work with civil society organisations in 2010 providing support to domestic election observation networks, as well as support to political parties providing capacity building programmes.

Chad's political history since independence has been plagued by intractable violence, including political violence. The signing of a political agreement between the ruling party and the opposition in 2007 was considered a major step towards a climate of open and violence-free elections. In this particular context, it was anticipated that well trained, professional

and non-partisan domestic observers would contribute to ensuring transparency and to increasing the credibility of future elections. EISA assisted civil society organisations with planning, co-ordinating and deploying observer missions. EISA also provided training for long and short-term observers countrywide. These activities contributed to building local coalitions to facilitate the development of a common approach to election observation.

Similarly, EISA's support to political parties was developed against the backdrop of volatile post-conflict settings. At present Chad has more than 120 political parties. The legal requirements, as defined in the political parties' charter, allow for the transformation of some former rebel groups into political parties. This provision allowed for a plethora of parties to emerge with most of these parties having little or



M. Lol Mahamat Choua, leader of RDP and former Chad's interim President speaking to the press during the inauguration of the EISA Resource Centre for political parties.
EISA CHAD OFFICE, 02 JULY 2010



Group work during training of trainers' session in election observation in Mongo
15 JANUARY 2010

no electoral experience. EISA's programme was tailored to suit development needs of the beneficiaries with one of the short-term goals being to enhance their participation in the electoral process. In the long-term this programme seeks to strengthen the organisational capacities of the political parties supported by EISA to assist them in contributing to the consolidation of democracy in Chad.

Achievements

SUPPORT TO CIVIL SOCIETY

EISA supported the establishment of a civil society organisations network. This was a consultative process engaging local CSOs on the nature and structure of the network, and criteria for membership of the network. While the network's immediate objective was to put in place a domestic election observation mission, as well as a voter education programme, a broader long-term goal to ensure sustainability of the network was agreed and included a broader democracy and civic education programme. Besides facilitating the establishment of a sustainable network of domestic observers, EISA achieved the following in its support to civil society in Chad:

- Training manuals and a handbook for trainers and observers was designed, developed and distributed
- Training on enhancing existing skills and knowledge on election observation methodology, long and short-term

observer reporting mechanisms, designing checklists was provided to 176 election observers

- Common and consistent approaches and methodology for domestic election observer groups were developed through the provision of a shared code of conduct, criteria for selecting observers and Election Day reporting form
- Technical and financial assistance was provided to 300 long-term domestic observers deployed for the voter registration process
- Further strengthening knowledge was gained from previous training sessions in election observation conducted nationwide in 2009
- Assistance was provided for the drafting, publication and dissemination of the first domestic election observer report on voter registration in Chad
- Training was provided to CSOs in conducting civic and voter education programmes.

POLITICAL PARTIES

The 13th August Political Agreement provided for decentralised training sessions to be presented to political parties. The set of activities undertaken included training sessions in six regions. Party delegates participated in a Train the Trainer workshop, developing knowledge and skills in topics such



as the role of political parties in a democratic system, the regulatory framework of parties, party vision and ideological development, organisation and outreach activities, internal democracy, financial and administrative management, electoral campaign and political marketing, coalition building and conflict management.

Achievements included:

- A training manual on poll watching was developed, providing political parties with detailed information on recruiting, training and deploying poll watchers as well as guidelines on how party agents should report their polling day observations
- Train the Trainer workshops for all political parties contesting the elections were held
- A training manual was developed and two workshops conducted in N'Djamena for women and youth to be nominated candidates for the National Assembly elections. Participants were provided with skills and

knowledge on how to design and conduct an election campaign, campaign budgeting, developing campaign messages, techniques of public speaking, building confidence and engaging with the media

- An election adjudication handbook was developed, highlighting the legal framework and procedures to be followed for handling electoral disputes in Chad. This was EISA's contribution to national efforts towards prevention and resolution of electoral disputes through legal and peaceful means
- National in-country workshop were held to discuss the development of benchmarks for political parties attended by 60 delegates from 36 political parties. The drafted benchmarks informed the EISA political parties benchmarks instrument tabled at the 2010 annual continental symposium
- An Electoral Code of Conduct for parties and candidates was drafted and circulated to parties for input.

EISA CHAD'S POLITICAL PARTIES' HOUSE

EISA Chad established a resource centre for political parties with the objective of fostering political dialogue among parties and to provide an environment that will remove barriers and encourage parties to explore areas of common interest. In addition, political parties will be able to use computer equipment with a view to implementing new administrative and financial systems provided by EISA's capacity building programme.

The new Political Parties' House operates from within EISA's office in N'Djamena and provides political parties with information, books, computers, internet access and light duty equipment such as megaphones, digital and video cameras.

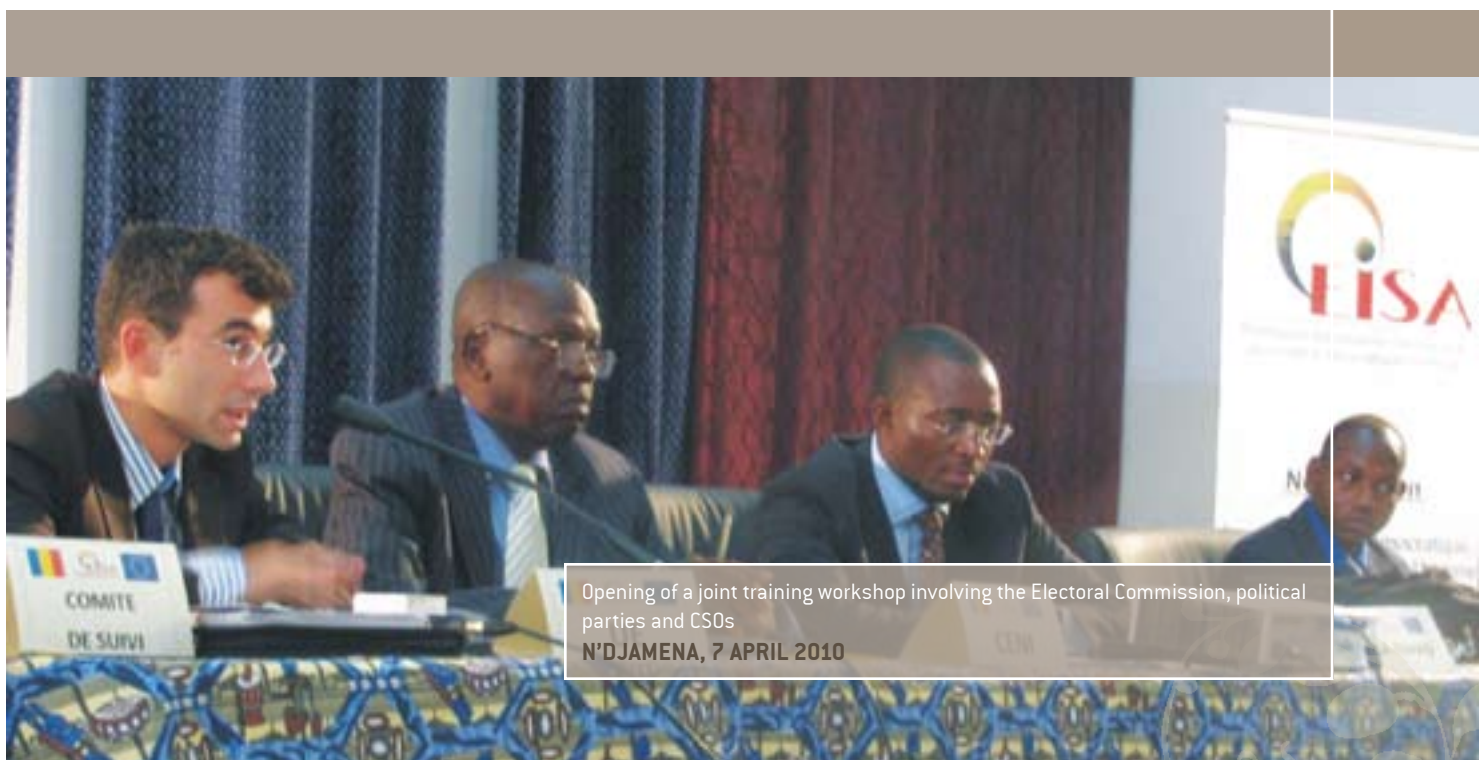
The center was launched during a ceremony held on 2 July 2010 at EISA Chad's office and attended by the Minister of Economy, the National Authorising Officer of the European Development Fund, the Minister of Interior, the Chief of the European Union Delegation, other diplomats accredited in Chad, as well as international partners and political party leaders.

In a post-conflict scenario where political parties seldom interacted, the Political Parties' House provides the space for party cadres with the opportunity of sharing ideas and

exchanging views, particularly during the election period. Within this context the Political Parties' House is a milestone.

Preview of plans 2011:

- Training sessions on election observation, voter education and conflict mediation
- Training handbooks on voter education to be finalised and manuals for the parliamentary strengthening programme to be reviewed
- Additional poll watching training to be conducted, manuals and poll watching forms to be distributed ahead of elections
- Technical assistance to be provided to domestic election observer for National Assembly, the presidential and local elections
- The Electoral Code of Conduct to be finalised and endorsed.



Opening of a joint training workshop involving the Electoral Commission, political parties and CSOs
N'DJAMENA, 7 APRIL 2010

democratic republic of congo



Vincent Tohbi
Country Director



Drake Orurach
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Hector Lubamba
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Isabelle Milokwa
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Nicole Mibulumukini
Office Administrator



Norbert Tsholuka
Receptionist & Security Guard



Christophe Ndelika
Driver



field office report: democratic republic of congo

Overview

Pursuing its efforts of consolidating peace and deepening democracy in the DRC, EISA DRC continued to support local partners and beneficiaries in programmes designed to build local capacity and expertise in order to enhance their contribution to the building of democracy and accountable governance in the DRC. EISA DRC has generously been supported by a tender awarded by the DFID GTF and the Swedish International Development Cooperation Agency (Sida).

On a political level, 2010 was one of the “quietest” years in the DRC since the 2006 general elections. Military unrest in the east of the country, as well as overall security in the country, improved positively compared to the situation of previous years. Despite an improvement in the security situation, complete stability remains elusive, and there were still incidents of militia groups causing the displacement of thousands of people.

The general overall improvement in political stability allowed EISA to continue unhindered with the implementation of its projects and EISA has thus been able to reach the main targeted beneficiaries of its programmes and achieve EISA’s primary objectives in the DRC.

For the year under review, the EISA DRC office supported stakeholders in:

- Strengthening the capacity of the CEI to effectively fulfill its mandate. To initiate and familiarise CEI officials with all aspects of the electoral process and introduce them to challenges inherent in the conduct of elections
- Strengthening the capacity of governance institutions to effectively fulfill their mandate to contribute in the promotion of good governance

- Facilitating interactions between the elected representatives and the population
- Putting in place mechanisms dealing with conflict prevention, resolution and management
- Strengthening the capacity of the CSOs in order to be in the forefront of the fight against corruption and demanding more transparency.

In implementing the abovementioned objectives, EISA/DRC met its strategic goals and objectives.

Achievements

While a governance programme requires a long-term commitment before a visible impact is felt, EISA DRC has made a notable impact in the short-term in promoting accountable governance and made inroads in laying the groundwork for CSOs to engage constructively in developing effective anti-corruption strategies.

CAPACITY BUILDING FOR GOVERNANCE INSTITUTIONS:

To enhance the capacities of governance institutions, EISA facilitated numerous workshops to strengthen the skills provided to governance institutions in the previous year. These workshops were carried out with provincial governments and legislatures and local burgomasters (mayors). While it was positive to see the enthusiasm and dedication of participants to use these skills as well as the goodwill of the governance institutions, the lack of adequate resources and

poor infrastructure inhibits them in carrying out their duties. While a lot has been achieved, we recognise that it is one thing to put together well constructed training courses, but another to improve the management of the governance institutions to ensure a commitment and improvement to the living conditions of the population.

ORGANISATIONAL CAPACITY BUILDING FOR CSOS

EISA's key role in this area was to equip and assist CSOs to better manage their programmes and strengthen their engagement with their support base and local representatives.

Regular field visits to the provinces by EISA DRC staff to Bas-Congo, South Kivu, North Kivu, Kasai Oriental, Kasai Occidental and Equateur, Province Orientale demonstrated that CSOs whom EISA previously trained in project and organisational management are able to now better run and manage their programmes. The EISA organisational capacity building programme has brought both efficiency gains in improved operations in CSOs and effectiveness gains where CSO projects are better designed and have greater impact than they used to. In addition, all the CSOs that have benefitted from EISA's programmes have begun to systematically prepare and send financial and narrative reports following the requirements of their donor grants, a practice which was not consistent previously. A further positive outcome of this training was evident in South Kivu where the Platform of Civil Society

Organisations held smooth elections at the end of its term and allowed a new team of leaders to take over. In a country where CSO leaders are more often than not appointed, rather than elected, this is a great achievement.

EISA also provided assistance to CSOs in knowledge management by helping to them to set up websites in order to increase their visibility and as a mode of sharing and disseminating their work. CSOs in the provinces have also used the various social dialogue platforms and citizen participation structures established by EISA to engage on a more structured and permanent basis with political parties, local authorities and other CSOs and local citizens groups. As a result of this participatory and constructive engagement, provincial governments and legislatures have appeared to have become more accountable and have begun a process of consultation and providing feedback to CSOs regarding some of the CSOs' lobbying and advocacy initiatives on issues of public policy.

CAPACITY BUILDING FOR POLITICAL PARTIES

The permanent framework "Cadre d'échanges" established by EISA over the past years where political parties share their experiences and challenges with local citizens and organisations, continued throughout 2010. Political parties have taken ownership of this initiative in the different provinces and for the third year since it was first introduced, have institutionalised it as a tool for their own capacity building.



Social Dialogue
BAKAVU, SOUTH KIVU, 12 AUGUST 2010



Celebrating the International Anti corruption Day in Kinshasa. Organized by the Ministry of Public Service and OCEP, in collaboration with EISA
KINSHASA, 9 DECEMBER 2010

The ongoing challenge for political parties is to transform themselves in terms of internal democratic practices, engage in organisational development, design policy programmes and strategies, and address the lack of skills and co-ordination of their different structures which have inhibited their effectiveness in playing a constructive role in political affairs.

STEMMING CORRUPTION AND PROMOTING TRANSPARENT, ACCOUNTABLE AND RESPONSIVE GOVERNANCE

One of the major achievements during 2010 with respect to strengthening good governance was the adoption of the National Anti-Corruption Strategy, the first of its kind in the country. EISA was one of the key partners along with Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, the United Nations Office on Drugs and Crime (UNODC), and the South African Government. EISA encouraged an open, inclusive and consultative process through workshops with CSOs, experts, review meetings, the involvement of different Government Portfolio ministries, and provided permanent support to Observatoire Congolais de l’Ethique Professionnelle (OCEP) through funding, expert facilitation of interactive meetings, and monitoring the drafting process of the anti-corruption strategy.

Some of the CSOs that EISA supported in the process of developing the Anti-Corruption Strategy found that the EISA

processes enabled them, through the development of critical engagement and subject related skills, to be able to make submissions to Parliament on four critical laws tabled in Parliament namely: the Judicial Organic law (Projet de loi organique portant Code de l’organisation et des compétences des juridictions de l’ordre judiciaire), the Financial Act (Projet organique de la loi financière), The Law on the Management and Protection of the Environment (Projet de loi –cadre sur la gestion et la protection de l’environnement), and the Law on the Organisation and Functioning of the Education Sector (Projet de loi portant organisation et fonctionnement de l’Enseignement National).

EISA’s work in the provinces on the Anti-Corruption Strategy enabled CSOs to design their own strategic plans for the fight against corruption, based on their specific provincial contexts. Following the crafting of their anti-corruption strategies with EISA’s facilitation, CSOs in South Kivu and Bandundu were able to highlight the mismanagement and unethical behavior of their respective Governors, leading to their replacement in office. This was a major achievement and strengthened and encouraged CSOs to continue their campaigns for greater accountability in governance.

EISA in the DRC is in partnership with other organisations in supporting the fight against corruption. Among EISA’s key partners is the UN Mission (MONUSCO) in Congo, which, with EISA, is supporting CSOs in the drafting and adoption of the first ever National CSO Charter.

PROMOTING TRANSPARENT AND PARTICIPATORY POLICY-MAKING THROUGH CSOS

EISA worked closely with Civil Society Organisations in developing strategies for the formulation of policies and input on selected governance and policy issues such as poverty reduction, natural resources, the inclusion of marginalised communities in the polity of society, as well as basic needs for an improved life such as health and shelter. The issues around which the policy briefs were compiled were informed through consultations with local communities and reflect community concerns and needs. An example of this are the policy briefs in Kasai Occidental where the provincial government has started working on a local law to regulate the land policy in the province.

SOCIAL DIALOGUE

The Social Dialogue is one of the most innovative programmes developed by EISA. Since 2008 it provides for a permanent platform for dialogue between elected representatives and the public on a pre-selected and topical governance issue. The achievement for EISA during the year under review has been the creation of ward committees in four districts in Kinshasa, namely Tshangu, Mont-Amba, Lukunga. These ward committee's were established to facilitate the Social Dialogue on a localised basis and their key role is to entrench and institutionalise the Social Dialogue. A recognition of the constructive role that the

Social Dialogue plays in managing the relationship between citizens and their representatives is the allocation of US\$1 million by the provincial government to the ward committees in Kinshasa province. This is a recognition not only of the work of EISA, but also the role of active citizen participation in any local initiative.

EISA also finalised a Social Dialogue manual, an effective toolkit to assist stakeholders in establishing Social Dialogues.

CONFLICT PREVENTION AND MANAGEMENT

EISA mediators continued to play an important role in the resolution and management of post election conflict at grassroots level in the districts of the 11 provinces of the country. Mediators intervene in a range of disputes. For example, with the support of the United Nations Mission in the DRC (MONUSCO) in Kananga (Kasai Occidental) mediators intervened in the land dispute between communities - which sadly involved the loss of lives.

A major achievement has been the registration of the mediators as a legal entity to ensure long term sustainability. This, coupled with a grant from MONUSCO to build a permanent office for the mediators in Kasai Occidental, reinforces the invaluable role that the EISA mediators have played in the post-election phase. This is a recognition of the valuable contribution that the EISA mediators play in resolving local disputes and contributing to reducing potential conflict.



Sensitization of people for voter registration
GOMA, NORTH KIVU

In recognition of the success of EISA's work in this area, The United Nations Mission has allocated a grant to the mediators to build a permanent office for the mediators in Kananga and Kasai Occidental, contributing to the entrenchment of alternative dispute resolution as a mechanism for resolving conflict.

Preview of plans for 2011

- Supporting CSOs in conducting civic education activities on topics such as gender equity, HIV/AIDS, youth, decentralisation and lobbying Streamlining the focus of Social Dialogue sessions on specific issues such as budgeting policies and local development
- Continuing and strengthening support between political parties and CSOs to continue their dialogue
- Supporting CSOs in the policy-making processes, particularly around electoral reforms and budgeting processes
- Supporting and liaising with CSOs in lobbying for the adoption and the implementation of the DRC Anti-Corruption Strategy, as well as the related legal framework
- Strengthening the skills of CSOs in monitoring corruption and sensitising the public on the dangers of corruption and the implication on people's daily lives
- Publishing the reports of the studies conducted in 2009 and 2010 on corruption
- Supporting the 2011 general elections including support to the CENI and civil society organisations.



kenya



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Fred Dumo
Driver



field office report: kenya

Overview

EISA opened a field office in Kenya in May 2010 as part of the EISA Africa Democracy Strengthening Programme supported by DFID. The programmes implemented by the Kenya office focussed on enhancing and improving the electoral process, enhancing the capacity of the legislatures to be more effective, and supporting political parties to strengthen institutional capacity to develop internal democracy and represent the views of the electorate and their members. The Foreign and Commonwealth Office of the United Kingdom High Commission in Kenya also provided support for strengthening institutional capacity of political parties in the country.

Opening a field office in Kenya was a particularly opportune intervention given that the country was undergoing major reforms occasioned by the December 2007 post-election violence arising from the disputed presidential results. Efforts towards addressing the violence, reconciling the various communities and preventing future conflict led to the formation of the Kenya National Dialogue and Reconciliation (KNDR) Committee which identified and discussed four reform agenda items deemed critical for restoring and consolidating democracy in Kenya. This Committee's agenda included: immediate action to stop violence and restore fundamental rights and liberties; measures to address the humanitarian crisis, promote reconciliation and healing; steps for overcoming the political crisis; and systematic measures to address long-term issues such as constitutional, legal and institutional reforms, land reforms, youth unemployment, poverty, inequity and regional development imbalances and consolidating national unity and cohesion.

Activities undertaken by EISA Kenya were in accordance with and played a big role in strengthening the reform agenda items. In particular, EISA launched CMPs based on the EISA Conflict Management Panel model, to support the Interim

Independent Electoral Commission (IIEC) to mitigate electoral and political violence. EISA also facilitated numerous forums between Parliament and CSOs to dialogue and build consensus on critical transitional legislation as stipulated in the new Constitution (adopted after the August 4th referendum), as well as convening a National Political Parties Benchmarking workshop that interrogated the state of political parties in Kenya and developed benchmarks that can contribute to strengthening the institutions of political parties in Kenya. The outcome and report from this workshop informed EISA's continental benchmarking conference held in South Africa in November 2010.

In keeping with EISA's approach to develop synergies and partnership with similar organisations, EISA held consultative meetings with the key stakeholders, among them the IIEC, Parliament, Political Parties and key CSOs. The consultative forums accorded EISA an opportunity to share our planned interventions; gauge the expectations of the various partners in terms of their needs and expectations, as well as plan for collaborative activities to avoid duplication.

Achievements

STRENGTHENING THE CAPACITY OF KEY STAKEHOLDERS TO PLAY A CONSTRUCTIVE ROLE IN ELECTORAL REFORM AND PROCESSES:

Following the Independent Review of the Commission, the Interim Independent Electoral Commission was formed and mandated to reform the country's electoral process and manage the elections in order to institutionalise free and fair polls. In line with strengthening the newly created electoral management body and ultimately the electoral process in

Kenya, EISA Kenya conducted the following activities:

- Launch of CMPs:** EISA, in collaboration with the IIEC, successfully launched CMPs in five regions of the country. Resulting from the launches, 75 panellists were identified and agreed upon by all stakeholders. The CMPs were put in place as a mechanism for resolving electoral and political conflicts in the run up to the 2010 Referendum and subsequently the 2012 general elections. This is a collaborative programme between EISA and the IIEC with the ownership of the programme located in the IIEC.
- Capacity Building for Conflict Mediators:** EISA conducted rigorous training for 45 selected conflict mediators drawn from Mombasa, Nairobi and Nakuru regions. The programme was designed to equip mediators with the requisite skills and expertise needed for mediating and resolving election disputes, as well as knowledge of the relevant electoral and constitutional legislation.
- Capacity Building for Political Party Agents:** EISA conducted party poll watch agents training for four by-elections necessitated by the nullification of election results in their respective regions. Recognising the

importance of the role that party agents play in building confidence in the electoral process, as well as in reducing mistakes and incidents of election rigging, the content was designed to build the capacity of party agents with skills, knowledge and expertise to enable them to be effective and professional in conducting their duties as party agents.

ENHANCING THE CAPACITY OF THE LEGISLATURE TO BE EFFECTIVE AND RESPONSIVE:

For the new Constitution to function effectively, Parliament is required to pass at least 49 pieces of legislation. Parliament therefore requires the support of all key stakeholders to meet this enormous task as laid out in the timeline. EISA's contribution in this regard was based on consultations held with key partners, which necessitated EISA to tailor its legislative programme to focus on fostering close working relations between Parliament, CSOs, political parties and non-state actors. While in the past these sectors have interacted, the absence of a formalised structure for interaction was lacking, and where it existed, it needed to be strengthened. To this end, EISA's legislative programme achieved the following:





In-Country Benchmarking Workshop
LAKE NAIVASHA SIMBA LODGE, NAIVASHA, 01-02 OCTOBER 2010

- Establishing a platform for engagement** - EISA facilitated the establishment of a platform where key institutions and CSOs could engage Members of Parliament in dialogue aimed at fast tracking implementation of the Constitution. Due to its pivotal role in establishing a formalised structure between key sectors on the implementation of the new constitution, EISA was subsequently mandated to convene policy dialogues on the Chapters of Representation (Chapter 7) Legislature (Chapter 8), Executive (Chapter 10) and Devolution (Chapter 11) of the new Constitution.
- CSOs Consultative Forum:** EISA convened a planning and strategic review meeting for key civil societies in Kenya working in the field of governance and democracy. The meeting was aimed at reviewing the specific activities that each organisation was conducting under Representation, Devolution, Legislature and Executive Chapters in the new Constitution. The meeting not only succeeded in exploring ways in which the efforts of the various organisations could be harmonised and complemented, but also saw EISA's nomination to act as a focal point on electoral and political party legislation for the CSO Forum.

STRENGTHENING THE CAPACITY OF POLITICAL PARTIES TO BE EFFECTIVE AND INTERNALLY DEMOCRATIC

- Developing Benchmarks for Democratic Political Parties in Kenya:** The new Constitution not only recognised political parties as being institutions of public governance, but also bestowed upon them new roles and responsibilities. In response to the need to strengthen the capacity of and institutionalise political parties, in line with the new requirements, EISA assisted parties in setting standards for effective operation. This was achieved through an in-country Benchmarking Workshop for the major political parties, which specifically aimed at enhancing capacity of political parties to be effective, accountable and responsive, transparent, as well as be internally democratic. The workshop addressed the question of how political parties ought to be institutionalised and succeeded in taking stock of the performance of political parties in Kenya, as well as developing and setting standards for democratic political parties. As a follow-up to the in-country Benchmarking Workshop, EISA representatives of Kenyan political parties participated in the 5th EISA Annual Symposium on “Setting Benchmarks for Enhanced Democratic Governance”.

Preview of plans for 2011

The following activities will be undertaken during 2011:

- Launching the remaining CMPs in the following areas - Eastern (Embu), North-eastern (Garissa), Upper Rift Valley regions (Eldoret); and national (Nairobi)
- Training mediators in Western (Kakamega), Nyanza (Kisumu), Central (Nyeri), Eastern (Embu), North Eastern Regions (Garissa) and national (Nairobi)
- Supporting political parties through training of party poll watching agents for by-elections in Ikolomani and Kamukunji constituencies
- Deployment of mediators for by-elections and in preparation for the 2012 elections
- Implementation of the Strengthening Political Parties Programme. This includes:
 - A Multi-Sectoral Forum on review of the Political Parties Act
 - A Technical Committee Retreat to collate and analyse and develop the Act
- A plenary to adopt the draft Political Parties Act
- Enhancing capacity of the political parties' dispute tribunal through training and provision of technical assistance in their activities, for instance, in development of an action plan
- Enhancing capacity of CSOs and political parties to engage with Parliament through convening Multi-Sectoral Forums on
 - Electoral laws
 - Devolution chapter of the new Constitution
- Development of Bills Digests for legislation on elections and devolution
- Consultative meetings with political parties to fast track internalisation of agreed upon benchmarks for political parties.



Launch of CMP Western Province (Kakamega)
KAKAMEGA GOLF HOTEL, KAKAMEGA, 21 OCTOBER 2010



madagascar



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Projects Coordinator



Malala Ranovona
Senior Programme Assistant



Niaina Ramaroshon
Administration and Finance
Assistant



field office report: madagascar

Overview

The EISA “Women’s Participation and Contribution to Governance in Madagascar” programme, supported by the Royal Norwegian Embassy, Madagascar, provided training for women in rural areas as well as women at local level, including women already in decision-making positions such as mayors. In addition, with EISA’s administration and technical support, the Vondrona Miralenta ho an’ny Fampandrosoana (VMLF –Women’s Movement for Politics and Development) has created a women’s movement called “Movement 30-50%”. Movement 30-50% serves as an advocacy tool addressed to policy makers lobbying for the inclusion of 30 and 50% of women in decision-making processes.

Workshops have been held countrywide and facilitated by EISA trained facilitators using material developed by EISA in consultation with the facilitators and participants.

The Documentation Centre, a partnership with the Centre d’Information et de Documentation Scientifique et Technique (CIDST), continued to provide a service to the public extending its collection and analysis of gender related information. The Centre saw an increase in usage by 40% from the previous year.



EISA Capacity Building Training for women at local level
ITASY 23 - 27 AUGUST 2010



EISA Train the Trainers Workshop
MELAKY 03 - 07 MAY 2010

Achievements

Many achievements were registered with the EISA office during 2010:

SUPPORT TO THE VLMF

2010 saw the roll out of the VMLF 2009 Plan of Action with an increase in its membership to over 3 000 members and branches in 119 districts. This is the only women's movement in Madagascar that has a wide base. EISA also supported the VMLF General Assembly that adapted internal rules and a Code of Conduct to support VMLF's main goal of achieving 30% of women in decision-making processes in 2013 and 50% in 2015 in Madagascar, as outlined in the SADC Protocol on Gender and Development signed by Madagascar in 2008.

With EISA's support, 3 000 copies of the second edition of the booklet 30-50% was produced, launched and distributed to women in 22 regions of Madagascar. This booklet has become a reference tool for local women who want to enter the sphere of decision-making in Madagascar.

VMLF WEBSITE LAUNCH

EISA created and launched a website in partnership with the VMLF regarding its aims, mission and objectives as well as up to date information on its activities and general issues around

women's progress in Madagascar. Through this intervention, users worldwide can track the movement of and collect data about women in Madagascar on <http://www.vmlf.org>.

RADIO PROGRAMMES

Local radio stations agreed to conduct interviews with some of the beneficiaries of EISA's training programme at the community level. This provided an opportunity for these women to discuss the inclusion of women, and what women should do to participate in decision-making processes at all levels. The radio programmes provide an effective platform for the workshop participants to talk to a wider audience about some of the learnings and experiences of the workshops conducted by EISA. During 2010, these broadcasts took place in three regions over a three month period.

CAPACITY BUILDING WORKSHOPS

During 2010 EISA continued providing capacity building workshops to communities at grassroots level as well as to women in positions of leadership at local level. These included:

- Six capacity building workshops in six regions involving 240 women at community level

- Four Train the Trainer workshops training 80 local facilitators selected from the capacity building workshops, equipping these women with the necessary skills to facilitate workshops in their own areas for local organisations and associations. In this way EISA achieves its objective of building local capacity and expertise to ensure long-term sustainability of its interventions. These women are also able to reach the more remote areas that EISA is unable to
- In collaboration with UNFPA Madagascar, EISA facilitated similar workshops in the Comoros for women who declared their intention for standing as candidates for future presidential and legislative elections in the Comoros
 - EISA undertook a partnership with the NGO SAHA, an organisation working primarily amongst rural women, using the EISA training material and facilitators and funded by the Swiss Agency for Development and Cooperation (SDC)
 - Capacity building workshops for women already in decision-making positions were held for 90 participants to reinforce their capacity and provide additional skills and knowledge on budgeting oversight, leadership and management.

DOCUMENTATION CENTRE

EISA extended its partnership with the CIDST in the running of the Documentation Centre. The Centre continued to collect documents and articles on gender issues both nationally, regionally and internationally. During 2010, the UNDP, the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the United Nations Children’s Fund (UNICEF), Focus Development, the Embassy of Mauritius, and the National Library of Madagascar provided the Centre with information, articles and publications. There was also a significant increase in the number of visits to the Centre during this period.

Below are pictures of some Achievements.



Preview of Plans 2011

- Continuing support to the “Movement 30-50%” through training women who put themselves up for candidature in the various elections scheduled to take place in 2011.
- Holding workshops in an additional 12 regions for women at community level
- Extending the radio programmes to a further three regions and create CDs of the archived broadcasts which will be routed to the most inaccessible places to ensure an extended outreach
- Providing technical and administrative support to the VMLF in the implementation of the Plan of Action across the 22 regions
- Extending outreach to the young people of Madagascar in building their capacity and expertise to participate more fully in public life
- Extending the EISA Madagascar office with the appointment of a Country Director and a Programme Officer and implementing EISA’s regional and continental programme Strengthening Electoral and Democratic Processes in the SADC Region (SEDP).



mozambique



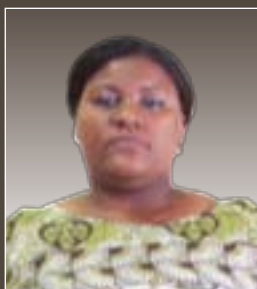
Miguel de Brito
Country Director



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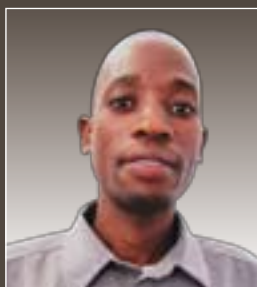
Anissa Izzidine
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Administration Assistant



Francisco Langa
Driver/Administration Clerk



Dito Canazache
Housekeeper



field office report: mozambique

Overview:

The main activity undertaken by the Mozambique office during 2010 was its contribution to the EISA Africa Democracy Strengthening programme, providing support to electoral reform, and to the institutional capacity of political parties.

As far as electoral reform is concerned, the Mozambique office contributes to and supports electoral reform efforts led by the Mozambican Parliament, which is aimed at revising the current electoral legislation in Mozambique as a result of shortcomings identified during the 2009 electoral process.

The Mozambique office works with the three Mozambican parliamentary parties, namely Frelimo, Renamo and MDM, to provide institutional capacity building assistance through training, technical assistance, and exchanges with other sister parties.

The Mozambique office also facilitates the contribution and participation of Mozambican institutions in the process of developing continental benchmarks for democratic political parties.

Achievements:

ELECTORAL REFORM:

The Mozambique office undertook an in-house diagnostic study of the challenges affecting the credibility of elections in Mozambique. The study was based on EISA's own knowledge of the electoral processes in Mozambique, as well as on reports by domestic and international observers and by Mozambican institutions such as the Constitutional Council. Additionally, the Mozambique office, in collaboration with the Electoral

Observatory (a coalition of eight Mozambican civil society organisations working with electoral processes), facilitated a number of provincial consultation meetings with a view to collecting inputs from local CSOs on ways to improve the electoral legislation.

The diagnostic study and the recommendations from the provincial workshops served as a basis for EISA Mozambique to develop a set of concrete proposals for electoral reform. Issues covered included EMB functions, structure, composition and selection, electoral dispute resolution mechanisms, voter registration and voters' roll management, gender equity, among others, and received wide media coverage in Mozambique.

These proposals were presented orally at a public hearing organised by the parliamentary committee in charge of electoral reform and later as a written submission to the committee in September. EISA also lobbied the committee to allow an additional window of opportunity for public comments once the draft legislation is ready. In its December retreat, the committee agreed to add a period of public consultation to the reform process calendar after September 2011, when a draft Bill will be ready for comments.

POLITICAL PARTY SUPPORT:

- **Memorandum of Understanding**

After initial contacts to gauge party interest in a partnership with EISA for institutional capacity building assistance, all three parties responded positively. EISA signed Memoranda of Understanding with all three parties and developed initial work plans with each one. This was a very lengthy process

given the bureaucratic nature of the internal decision-making process within the parties. Towards the end of 2010, the first party support activities started being implemented, namely two exchange trips for MDM (one of them with financial support from the French and Irish Embassies), and a training event and an upgrade of the membership database for Frelimo. EISA Mozambique also facilitated a workshop for Mozambican political parties on the benchmarks process ahead and in preparation of the EISA 2010 Symposium.

- **Research study on party and electoral campaign finance**

The EISA office, in collaboration with the Netherlands Institute for Multiparty Democracy (NIMD), undertook a research study on party and electoral campaign financing in Mozambique. The study report was subsequently presented at a well-attended workshop, in which all major stakeholders took part. The study, which will be published by NIMD, includes recommendations for improving mechanisms of party and campaign finance in Mozambique.

Preview of plans for 2011:

- **Electoral Reform:**
 - Conducting technical workshops on key electoral reform issues to provide the parliamentary committee with additional analysis and information
 - Participating actively in the discussion of the draft Bill
- **Political Party Support:**
 - Implementing the party work plans

finance and
administration



finance and administration



Edward Veremu
Finance Director



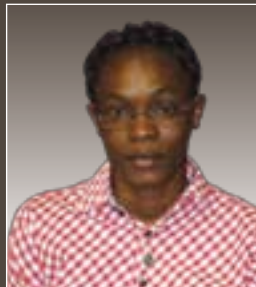
Maria Hooper
Office Manager



Wallen Chidawanyika
Accountant



Dipti Bava
Senior Assistant Accountant



Naromba Kaba
Assistant Accountant



Usha Kala
Senior Bookkeeper



Pontsho Motaung
Bookkeeper



Ivy Pillay
Receptionist



Peter Maje
Driver



Mathembi Mehloekhulu
Housekeeper



financial statements

EISA

(Association Incorporated Under Section 21) Registration No. 1996/008257/08

Statement of financial position at 31 December 2010

	Notes	2010 R	2009 R
ASSETS		32,830,336	44,662,758
Non - current assets		10,913,840	9,715,238
Property and equipment	3	10,913,840	9,715,238
Current assets		21,916,496	34,947,520
Trade and other receivables	4	597,917	362,264
Accrued income - grants	5	4,625,184	2,208,381
Cash and cash equivalents	6	16,693,395	32,376,875
TOTAL ASSETS		32,830,336	44,662,758
RESERVES AND LIABILITIES		32,830,336	44,662,758
Accumulated fund		15,836,100	10,109,982
Operating fund		8,277,702	5,173,145
Retrenchment fund		1,616,989	1,469,976
Revaluation reserve fund		5,000,000	3,271,665
Sustainability reserve fund		941,409	195,196
Long Term liabilities			679,265
Interest bearing borrowings - Bond	7	-	679,265
Current liabilities		16,994,236	33,873,511
Trade and other payables	8	1,363,118	4,316,188
Deferred income - grants	9	14,266,036	27,098,951
Deferred income - other	9	129,304	129,304
Current portion of interest bearing borrowings	7		104,266
Provision for leave pay	10	565,768	769,934
Amounts refundable		670,010	1,454,868
TOTAL RESERVES AND LIABILITIES		32,830,336	44,662,758

EISA

(Association Incorporated Under Section 21) Registration No. 1996/008257/08

Statement of comprehensive income for the year ended 31 December 2010

	Notes	2010 R	2009 R
Income		78,539,254	89,307,278
Gross profit on services		3,818,916	2,410,423
Consulting income		1,047,559	6,356,707
Earned income		8,667,953	3,976,920
Less: Direct expenses		(5,896,636)	(7,923,204)
Grants	12	73,686,621	85,972,454
Interest received	13	672,117	673,019
Profit on sale of an asset		12,363	28,000
Rent received		215,523	195,930
Sundry income		133,714	27,452
Expenditure		74,541,471	87,961,029
Operating expenses		2,823,978	2,233,301
Foreign exchange loss		945,540	1,474,630
Salaries and contributions	14.3	5,229,849	3,392,723
Interest paid	13	86,418	215,097
Leave pay provision		(204,166)	337,840
Project expenses not Recoverable		60,115	77,543
Project expenses		65,599,737	80,229,895
(DEFICIT)/SURPLUS FOR THE YEAR		3,997,783	1,346,249

staff members

EISA - JOHANNESBURG

- Alka Larkan
- Anselme Nana
- Astrid Evrensel
- Beth Strachan
- Catherine Musuva
- Cecile Bassomo
- Deane Stuart
- Denis Kadima
- Dieudonné Tshiyoyo
- Dipti Bava
- Ebrahim Fakir
- Edward Veremu
- Grant Masterson
- Ivy Pillay
- Ilona Tip
- Irene Maboea
- Jackie Kalley
- Junior Muke
- Karen Ogle
- Kedibone Tyeda
- Khabele Matlosa
- Maria Hooper
- Mathembi Mehlomekhulu
- Maureen Moloji
- Mike Molefe
- Naphtaly Sekamogeng
- Naromba Kaba
- Nirina Rajaonarivo
- Nkgakong Mokonyane
- Ntokozo Ngidi
- Peter Maje
- Pontsho Motaung
- Robert Gerenge
- Sydney Letsholo
- Titi Pitso
- Usha Kala
- Victor Shale
- Wallen Chidawanyika
- Yvette Ondinga
- Zahira Seedat

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- Ange Marie Nijimbere
- Benoit Muhimuzi
- Florent Musukayi Kabongo
- Joseph Topangu

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- Angèle Mayanager Mobeti
- Babu Kabasu Katulondi
- Baïdessou Soukolgue
- El Hadj Souleiman Ndinga
- Hikmat Adbramane
- Lucien Toulou
- Sylvie Todjirom

EISA - DRC

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- Chhristophe Ndelika
- Dieudonne Bala
- Drake Orurach
- Fanny Tsimba
- Hector Lubamba
- Irene Dikondja
- Isabelle Milokwa
- Liliane Bombe
- Nicole Mibulu
- Norbert Tsholuka
- Rombaut Muzodi
- Serges Kavuanda
- Vincent Tohbi
- Yves Mupende

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- Felix Odhiamho
- Fred Oumo
- Magdalena Kieti

EISA - MADAGASCAR

- Malala Ranovona
- Niaina Ramaroshon
- Serzhino Biharisoa

EISA - MOZAMBIQUE

- Alda Mahumane
- Anissa Izzidine
- Dito Canazache
- Francisco Langa
- Miguel de Brito
- Zefanias Matsimbe



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- The United Nations Democracy Fund (UNDEF)
- Department Of Foreign Affairs And International Trade (DFIAT)
- National Democratic Institute (NDI)
- Open Society Initiative for South Africa (OSISA)



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of Democracy in Africa