

Annual Report 2011



Electoral Institute for Sustainable Democracy in Africa





Annual Report
2011

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, CITIZEN PARTICIPATION,
AND THE STRENGTHENING OF
POLITICAL INSTITUTIONS FOR
SUSTAINABLE 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 an Operations Director and Finance and Administration Department. 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 2011 EISA had six field offices, namely, Chad, Democratic Republic of Congo, Kenya, Madagascar, Mozambique and Zimbabwe.

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board of directors



MR LESHELE THOHLANE
CHAIRPERSON



MR YUSUF ABOOBAKER



MS OTILIA AQUINO



MR DENIS KADIMA
EXECUTIVE DIRECTOR



DR MUZONG KODI



PROFESSOR TOM LODGE



DR NANDINI PATEL



MS ILONA TIP
OPERATIONS DIRECTOR



DR CHRISTIANA THORPE

chairperson's message

2011 has undoubtedly been dominated politically by popular uprisings in the Arab World. These uprisings have been of differing intensity and magnitude in Arab countries and have culminated in the fall of dictators in North Africa particularly. The main causes of these uprisings were the lack of universal freedoms, corruption by government officials, unemployment, especially among the youth, and high cost of living which exacerbated poverty. Known as the "Arab Spring", "Arab Revolutions", "Arab Revolts" or "Arab Awakening", all these uprisings invariably demanded the departure of long time dictators, the establishment of democracy, an end to corruption, better redistribution of wealth, job creation and a better life and dignity for all. While the departure of Zine el-Abidine Ben Ali in Tunisia and Hosni Mubarak in Egypt were achieved with minimum loss of life, the regime of Muammar Gaddafi was overthrown through a brutal civil war, with the intervention of NATO forces on the side of the insurgents.

A common feature of these movements was the use of modern information and communication technologies through mobile phone and the internet, and the worldwide broadcasting of unfolding events on satellite television which have often resulted in the international public opinion favouring the revolutionaries. On the other hand, the targeted dictatorships fought back by using violence and intimidation against journalists, attempting to control these means of communication and, at times, with large scale state violence against groups and the people of these countries. While these uprisings have largely been contained in much of the Arab World, the determination displayed by the peoples of North Africa has seen a regime change in Tunisia, Egypt and Libya.

EISA has not been indifferent to the Arab Spring. Throughout 2011 EISA deployed delegations to Tunisia and Egypt to determine how the Institute could support political transitions in these countries. Ultimately EISA was able to deploy successive missions to Egypt to observe the different rounds of parliamentary and presidential elections. EISA has since opened a short-term field office in Cairo in support of its observer missions.

It is our belief that, having been for more than two decades an experimental field for various types of electoral, political and party systems, sub-Saharan Africa has a lot to offer to the world, including the northern part of the continent. EISA is gratified to have been able to share best international electoral practices with Egyptian stakeholders and is committed to offering more to North Africa.

During 2011 EISA has remained a leading electoral institution in Africa in spite of the challenging global financial situation, which is particularly hurting the non-governmental sector. Our services have continued to be sought after by national, sub-regional and continental partners well beyond the Institute's human capacity. The Institute established a field office in Zimbabwe for the first time and spared no efforts in helping the slow-paced political transition in Madagascar.

The Institute has worked with civil society organisations in countries such as the Democratic Republic of Congo, Chad and Mozambique, thus enabling them to assess electoral processes in a credible and professional manner and/or contribute to electoral reform efforts. EISA has also pursued its work in areas such as the strengthening of political parties, support to the African Peer Review Mechanism and technical assistance to electoral management bodies in countries like Kenya and Zimbabwe.

EISA has also continued to provide technical assistance to the African Union (AU) and selected regional communities with a view to helping enhance their capacity in election observation. EISA's technical assistance has also included supporting the inauguration and induction of the SADC Electoral Advisory Council. After successfully partnering in election observation in selected countries, the AU and EISA have now resolved to work together in each and every national election taking place on the continent from 2012 onwards. This arrangement will substantially widen the Institute's geographical coverage. In 2012 EISA's experts will provide technical assistance to the AU elections observer missions in countries such as Algeria, Angola, Burkina Faso, Ghana, Lesotho, Libya and Sierra Leone. EISA will train and brief the Southern African Development Community (SADC)'s observers ahead of elections scheduled to take place in 2012.

In terms of management, the Board granted the EISA Executive Director leave of absence from April to June 2011 during which he worked as the Elections Chief Technical Advisor for the United Nations Development Programme (UNDP) in Tunisia. By allowing its Executive Director to work for the UN in Tunisia, the Board made a direct contribution to the successful holding of the National Constituent Assembly election in the country where the Arab Spring started off. This is a clear demonstration of the Board's commitment to the geographical expansion of EISA beyond sub-Saharan Africa.

This year marked EISA's 15th year of existence. The work of our management and staff with the much appreciated support of our donors, has made EISA the undeniable premier election institution in Africa as demonstrated by the high demand for our services and positive feedback on the services rendered as well as the maturity, competence and professionalism with which the Institute discharges its mandate and provides services to its partners. These qualities will ensure the success of our work in 2012 and beyond.

AL Thoahlane

EISA Board Chairperson

December 2011

directorate



DENIS KADIMA
EXECUTIVE DIRECTOR



MS ILONA TIP
OPERATIONS DIRECTOR



CATHERINE MUSUVA
PROGRAMMES MANAGER



ZAHIRA SEEDAT
*SENIOR ASSISTANT-DIRECTOR AND
PROGRAMME OFFICER FIELD OFFICE SUPPORT*

executive director's message

A key milestone in 2011 was the opening of the first field office in a North African country when EISA opened its office in Egypt. Another particularity of 2011 was the opening of a field office essentially dedicated to providing technical assistance to the electoral management body; this was in Zimbabwe. More generally, during the period under review, that is from the 1st January to 31 December 2011, EISA spared no effort in supporting electoral processes on the continent, helping strengthen ruling and opposition political parties and parliaments, and promoting participatory governance as well as women's participation and representation.

Sadly a member of staff, Ms Nirina Rajaonarivo passed away during this year after a short illness. Nirina first joined EISA in 2007 as a programme assistant in the EISA Madagascar office. She was appointed as the EISA Madagascar country co-ordinator in 2009 and in May 2010 she relocated to Head Office in May 2010 to take up the position of Programme Officer in the Governance Institutions Processes Department. Nirina was a valuable member of staff and a loss to us all.

SUPPORT TO THE ELECTORAL PROCESS

EISA's support to the electoral process is conducted at continental, sub-regional and national levels.

Continental and sub-regional level support

EISA continued to expand continentally as the political space opened up in North Africa following the "Arab Spring" that begun in Tunisia in December 2010 and spread to the rest of the Arab world. The Institute deployed long-term and short-term observers to the People's Assembly and Shura Council elections held in Egypt from November 2011. EISA missions included observers from Tunisia and Libya, offering peer-learning opportunities for these newcomers to election observation.

EISA continued to deepen its partnerships with the African Union/Pan African Parliament, the East African Community and the Southern African Development Community in the area of election observation. In 2011 EISA seconded its experts to the African Union (AU) election observer missions to Côte d'Ivoire, Liberia, Nigeria, Uganda and Zambia as well as during the self-determination referendum in South Sudan. The Institute also assisted the AU in increasing its pool of observers through conducting training workshops in Gabon in July 2011 for observers drawn from Central and West Africa, and in November 2011, in Tunisia for observers drawn from North Africa. The training in Tunisia was the first of its kind for the Maghreb region.

Country level support

At national level EISA worked with election stakeholders, such as civil society organisations, political parties and Electoral Management Bodies (EMBs) in Chad, the Democratic Republic of Congo (DRC), Kenya, Madagascar, Mozambique and Zimbabwe helping them to reinforce their capacity for the delivery of transparent, credible and peaceful elections. More specifically, the Institute opened a field office in Zimbabwe and entered into a Memorandum of Understanding (MOU) with the Zimbabwe Electoral Commission (ZEC) in September 2011

wherein EISA provides technical support to ZEC in a number of areas including introducing a multi-stakeholder approach to the electoral management in order to contribute to inclusive, peaceful, transparent and credible elections. This is aimed at providing stability to the highly competitive and often violent elections over the past decade.

Activities undertaken by EISA in Kenya in 2011 included the development of electoral related legislation as well as putting in place mechanisms for the operationalisation of the Constitution. Drawing lessons from the failed 2007 elections in Kenya, EISA launched its conflict management panels (CMPs) programme to support the Independent Electoral and Boundaries Commission (IEBC) to mitigate electoral and political violence. EISA also convened multi-sectoral forums bringing together state and non-state actors to dialogue and build consensus on critical legislation as stipulated in the new Constitution.

2011 has been a politically challenging year for the Democratic Republic of Congo (DRC). Various events marked this period, including the constitutional amendment that enabled the President to be elected by a simple majority and the appointment of the Independent National Electoral Commission (CENI) in March 2011, giving this new Commission only six months to organise the presidential and legislative elections. Police brutality characterised the electoral process. The shortage of time available to the Commission to prepare for the elections, the logistical and technical issues to cover the operations in the entire country, the lack of adequate human resources, the conducting of a fresh voter registration exercise, the complaints of political parties and candidates about the reliability of the voters' rolls and the doubtful impartiality of the CENI all resulted in a highly contested and controversial electoral process that lacked credibility by most accounts. Under the circumstances EISA was able to carry out targeted activities mostly in support of civil society, including strengthening civil society to enable them to conduct lobbying actions and initiate electoral reforms of the Electoral Act which was passed in July 2011, ensuring effective involvement of national civil society organisations (CSOs) in the observation of the elections to assess its credibility, and supporting the training and deployment of CSO mediators in North Kivu and South Kivu to contribute to a peaceful electoral process.

In Mozambique, EISA provided support to the electoral reform efforts led by the Mozambican National Assembly which were aimed at revising the current electoral legislation in Mozambique arising from the shortcomings identified during the 2009 electoral process. Similarly, in Chad, EISA worked with national stakeholders to draw preliminary lessons from the February National Assembly and April presidential elections. The Institute's technical assistance in Chad included support to the nationwide deployment of domestic election observers and training party agents in the observation of polls. An important milestone reached by EISA was the facilitation of the development and the signing of an electoral Code of Conduct for political parties and candidates in the presence of Idriss Deby, the country's President. This was the first time ever such an agreement was signed between political parties in Chad.

In Madagascar, despite delays in the negotiation process and signing of the Roadmap, particularly the amendment of article 20 of the Roadmap concerning the return of former president Marc Ravalomanana to Madagascar, EISA has continued to advise political leaders on electoral and transitional matters. The Institute also organised a study tour for Malagasy election stakeholders to South Africa on the occasion of local elections.

STRENGTHENING POLITICAL PARTIES AND PARLIAMENTS

Building on the success of the 2010 Symposium that focused on "Setting benchmarks for enhanced political party performance for democratic governance in Africa", during which excellent relationships were built with a large number of African political parties, 2011 saw

a consolidation of these relationships, going beyond the core countries in which EISA has in-country offices, namely Chad, Kenya, Madagascar, Mozambique and Zimbabwe.

In Mozambique, EISA worked with three Mozambican parliamentary parties, namely Frelimo, Renamo and the Movimento Democrático de Moçambique, providing institutional capacity building support through technical assistance. Similar work has been conducted in Kenya.

In Chad EISA also provided technical assistance to Members of Parliament (MPs) and parliamentary support staff as well building a platform of interaction between the National Assembly and CSOs.

PROMOTING PARTICIPATORY GOVERNANCE

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.

In the area of the African Peer Review Mechanism (APRM) programme, EISA has established relationships with in-country partners to implement the programme in their respective countries. These inter-organisational relationships were strengthened during 2011. Apart from country partner organisations working with EISA on project implementation, EISA included the country partners to be a part of the evaluation of the EISA APRM programme as well as contribute to the design of a new phase of the programme at the termination of the existing phase.

WOMEN'S PARTICIPATION AND REPRESENTATION

While mainstreaming gender in all its programmes, EISA still believes in the need to have special programmes and projects focused on gender, with a specific focus on women's participation and representation. During this past year EISA's capacity building programme to encourage women to participate in decision-making positions in Madagascar, supported by the Norwegian Ministry of Foreign Affairs, was extended for a further three years. This programme's methodology has inspired the implementation of other activities by the Institute elsewhere.

In closing, I wish to express my gratitude to the EISA Board of Directors for its guidance and support, and congratulate EISA management and staff for their tireless efforts throughout the year to ensure that the Institute's strategic goals and objectives were met. This is also the opportunity to acknowledge our programme implementing partners throughout the continent and internationally for their co-operation, which made 2011 a successful year.

Last, and by no means the least, I am extremely indebted to our donors for having continued to believe in the unique value of EISA's work. In spite of the diminishing resources available to them owing to the depressed global financial situation and the resulting competing needs, we have continued to benefit from the generosity of our donors.

Denis Kadima

Johannesburg, December 2011



programmes

- Governance Institutions and Processes
 - Political Parties Support
 - African Peer Review Mechanism
 - Local Governance Programme
- Elections and Political Processes

governance institutions and processes



EBRAHIM FAKIR
MANAGER



VICTOR SHALE
SENIOR PROGRAMME OFFICER



GRANT MASTERSON
SENIOR PROGRAMME OFFICER



NIRINA RAJAONARIVO
PROGRAMME OFFICER



MAUREEN MOLOI
PROJECTS CO-ORDINATOR



NKGAKONG MOKONYANE
PROGRAMME ASSISTANT

introduction

2011 PROVED TO BE AN EXCEPTIONALLY PRODUCTIVE YEAR FOR THE GIP DEPARTMENT. OVERALL, THIS YEAR SAW THE ESTABLISHMENT OF NEW AND THE CONSOLIDATION OF EXISTING PARTNERSHIPS ENABLING EISA TO ACHIEVE A GREATER REACH AND AUDIENCE, AS WELL AS A BROADER IMPACT. THE GIP DEPARTMENT'S OUTREACH AND PARTNERSHIP ORIENTATION HAS SEEN EISA PROGRAMMES GAIN GREATER LEGITIMACY AMONGST GOVERNMENTS AND FORMAL INSTITUTIONS AND GREATER CREDIBILITY AMONGST SOCIAL ACTORS AND CIVIL SOCIETY.

Building on the success of the 2010 Symposium that focussed on "Setting benchmarks for enhanced political party performance for democratic governance in Africa", during which excellent relationships were built with a large number of African political parties, 2011 saw a consolidation of these relationships, going beyond the core countries in which EISA has in-country offices.

In the area of the African Peer Review Mechanism (APRM) programme, EISA has established relationships with in-country partners to implement the programme in their respective countries. These inter-organisational relationships were strengthened over 2011. Apart from country partner organisations working with EISA on project implementation, EISA included the country partners to be a part of the evaluation of the EISA APRM programme as well as contribute to designing a new phase of the programme at the termination of the existing phase. This was welcomed by all country partner organisations, as well as the formal governmental institutions responsible for implementing the APRM.

Over the year 2011, the GIP department continued to exercise influence in the media and in public and academic debates, through solid empirical and solution-oriented applied research, informed analysis, public education and information provision and publications on topical political, electoral, democracy and governance related issues in several different countries. This included in-depth analysis of the local government election process in 2011 including the results and the emergent political dynamics for the media as well as donors. In addition, EISA GIP staff were invited to participate in, and make presentations at, a number of events.

GIP's programmes have been supported by the Department for International Development (DFID), Embassy of Finland, the Swedish International Development Cooperation Agency (Sida), the Swiss Agency for Development and Cooperation (SDC) and the Royal Danish Embassy (DANIDA).

political parties support

OVERVIEW:

Pursuant to EISA's strategic goal that "political institutions processes are democratic and function effectively", support to political parties in 2011 was anchored in two separate, albeit complementary, projects which began in 2010. The first project entitled "**Supporting Political Parties' Internal Organisation and Capacity in the SADC Region**", funded by the Embassy of Finland, aims to enhance the leadership and organisational skills of political parties in Botswana, Lesotho and South Africa through capacity building and training. To date, the EISA programme remains the only programme with an explicit and dedicated focus on political parties in the region, and particularly in the three countries in which the project is implemented.

The second set of activities, which forms part of a broader project entitled "**Africa Democracy Strengthening**", funded by DFID, Sida and SDC, aims at enhancing the performance of the parties in fragile and developing democracies in Africa so that they contribute more effectively to democratic governance. This is achieved firstly by institutionalising themselves as effective political parties and, secondly, by implementing a set of measures aimed at improving their operational and organisational efficiencies.

The set of benchmarks entitled "**Benchmarks for enhanced political party performance for democratic governance in Africa**" that EISA collaboratively established together with governing and opposition political parties from 15 countries across the African continent in 2010, was further refined in 2011 through a consultative process involving political parties from a further six countries across the African continent. Over 30 governing and opposition political parties have explicitly expressed support for the benchmarks. The benchmarks have been extensively used in the Kenyan transition process as well as been used as a normative framework informing the drafting of a new Constitution, political party laws, electoral laws and attendant regulatory frameworks.



Botswana Movement for Democracy (BMD) participants at the Maun Workshop, November 2011



The Botswana Democratic Party (BDP) participants at the Maun Workshop, November 2011

ACHIEVEMENTS

Political parties' internal organisation and capacity in the SADC Region strengthened

Through a consultative process with political parties on the programme design and content, a training manual was developed covering four thematic themes, namely: party systems, policy development, public outreach and leadership. The importance of this exercise was that the parties not only identified their needs, but also made inputs into the content.

Following the design of the manual, regional training workshops were held in Palapye and Maun, Botswana, attended by 25 and 30 participants respectively.

Overall, over 50 participants from the four main political parties in Botswana were trained. The training workshops were extensively covered by the print and electronic media.

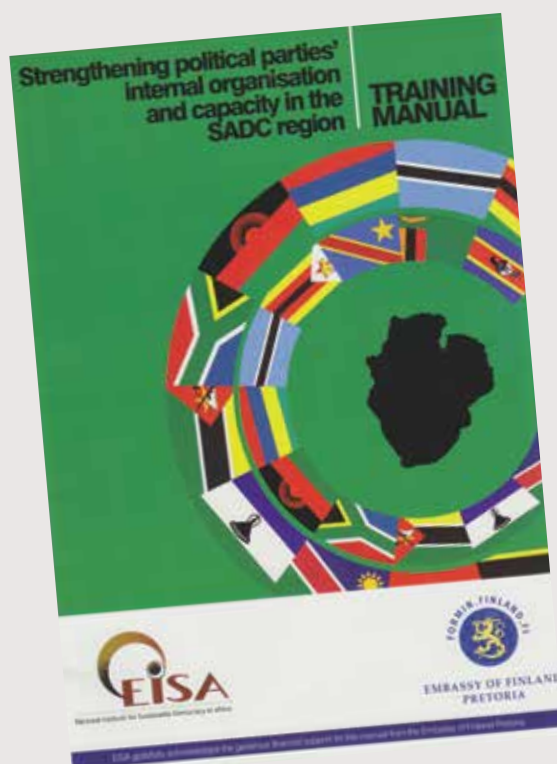


Table 1: Political Parties trained in Botswana

Political party	Comment
Botswana Congress Party (BCP)	Opposition party
Botswana Democratic Party (BDP)	Governing party
Botswana National Front (BNF)	Opposition party
Botswana Movement for Democracy (BMD)	Opposition party

Political parties' benchmarks supported

Consultation with the political parties on the draft political party benchmarks adopted during the 5th Annual EISA continental symposium held in November 2010 were held in Chad,

Kenya and Mozambique as well as the different sub-regions. Consultations with the parties ensured an inclusive process that lent a greater sense of credibility and legitimacy as well as ownership of the benchmarks by the political parties themselves.

At the end of 2011, a total of 36 political parties had expressed their support for the benchmarks. This is a significant achievement in an area where political parties with diverse ideological inclinations adopt a normative framework for the good of open and competitive political systems, one which may not always serve the partisan interests of individual political parties. The benchmarking process was a delicate, resource intensive and time consuming intervention due to the nature of internal consultations within political parties as well as the scheduling difficulties in bringing party representatives together. The effort in time and resources, however, has proved worth it given the legitimacy that benchmarks now enjoy.

Table 2: Political parties expressing support for the benchmarks as at 31st December 2011

Political party	Country
Botswana Congress Party (BCP)	Botswana
Botswana National Front (BNF)	
Botswana Movement for Democracy (BMD)	
Basotho Democratic National Party (BDNP)	Lesotho
Lesotho Congress for Democracy (LCD)	
Lesotho People's Congress (LPC)	
Patriotic Front for Democracy (PFD)	
Basotho National Party (BNP)	
Azanian People's Organisation (AZAPO)	South Africa
African Christian Democratic Party (ACDP)	
United Democratic Movement (UDM)	South Africa
African People's Convention (APC)	South Africa
Inkatha Freedom Party (IFP)	South Africa
Congress of the People (COPE)	South Africa
Coalition for Unity & Democracy Party (CUDP)	Ethiopia
Ethiopian Democratic Party (EDP)	Ethiopia



Meeting with the IFP Secretary General on Benchmarks, February 2011



Meeting with the President of the Rally for Democracy and Progress (RDP) on party benchmarks, Windhoek August 2011

Zimbabwe African People's Union (ZAPU)	Zimbabwe
Movement for Democratic Change (MDC-T)	Zimbabwe
Movement for Democratic Change (MDC-M)	Zimbabwe
Zimbabwe African National Union-Patriotic Front (ZANU-PF)	Zimbabwe
Rally for Democracy and Progress (RDP)	Namibia
Democratic Turnhalle Alliance (DTA)	Namibia
The Congress of Democrats (COD)	Namibia
The SWAPO Party of Namibia (SWAPO)	Namibia
Movement for Multiparty Democracy (MMD)	Zambia
United Party for National Development (UPND)	Zambia
Orange Democratic Movement (ODM)	Kenya
Party of National Unity (PNU)	Kenya
Orange Democratic Movement (ODM-K)	Kenya
National Rainbow Coalition Kenya (NARC Kenya)	Kenya
Democratic Party of Kenya (DP)	Kenya
Forum for the Restoration of Democracy Kenya (FORD)	Kenya
New Forum for the Restoration of Democracy Kenya (New FORD Kenya)	Kenya
SAFINA	Kenya
Chama Cha Uzalendo (CCU)	Kenya
Labour Party of Kenya (LPK)	Kenya

PREVIEW OF 2012:

- Continuing capacity building of political parties in Lesotho and South Africa.
- Further consultation and popularisation of the benchmarks with political parties.
- Independent external programme evaluation of the political parties programmes supported by the Embassy of Finland.



Meeting with the MDC-T Chairman and Speaker of the National Assembly of Zimbabwe on benchmarks, August 2011

african peer review mechanism programme

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.

Since this project began in 2005, EISA's work on the APRM has promoted greater civil society engagement in the APRM process at national and continental level. During 2011, the programme wrapped up a multi-year, multi-country programme funded by SDC and explored avenues for future funding and sustainability of the programme.

The EISA APRM programme was subjected to an independent external programme evaluation, commissioned by the donor to gauge the influence and impact of the EISA APRM programme thus far. The evaluation concluded that EISA had performed exceptionally, both in terms of its efficiency and effectiveness and had a well-developed programme design. The impact of the EISA programme in the countries in which the programme was implemented was marked by both credibility and legitimacy at the level of society generally, and within the formal governmental institutions responsible for implementing and executing APRM in country governance reviews.

During 2011, EISA held three in-country national conferences in Tanzania, Zambia and Mozambique, as well as convened a summative end-of-programme conference to draw together the lessons learned during the four-year APRM programme. The summative conference was also used to shape a future phase of the APRM programme in order to ensure that EISA's programme design remains appropriately consistent with addressing the priority needs and challenges identified by country stakeholders themselves.

EISA staff also provided technical support to civil society organisation (CSO) networks and National Governing Councils during the year and contributed to the re-design of the documents which guide the APRM at a continental validation exercise held in February 2011.

The current phase of the programme concluded with a distillation of the 'lessons learned' of the past four years with respect to the APRM, which included four comprehensive conference reports focusing on Tanzania, Zambia, Mozambique and Mauritius. The online information portal for APRM activities received in excess of 3000 hits indicating the high interest in this programme. In addition, EISA reprinted the publication "Peering the Peers" due to high demand.

ACHIEVEMENTS

Country conferences facilitated

Tanzania

In partnership with the APRM Secretariat in Tanzania and the Legal Human Rights Centre (LHRC), EISA hosted a two-day conference for Tanzanian stakeholders in the APRM on 18-19 May 2011. The event, attended by 113 representatives of Tanzanian civil society and government (including 15 representatives from Zanzibar), discussed the state of the APRM in Tanzania, the government's commitment to the mechanism and the possibility of establishing a CSO network to coordinate responses from CSOs to APRM developments. Tanzanian CSOs expressed their firm commitment to the APRM process, regardless of funding constraints, indicating that they would adopt a strategy of 'action now, funding later' in order to strengthen CSO participation in the APRM. The participation of official APRM institutions in the workshop added value to the whole conference. The conference also received widespread media coverage on Tanzanian state television and radio.

Zambia

EISA, in collaboration with the Zambian National Governing Council and the Civil Society Organisations' APRM Secretariat, hosted a workshop on the 10-11 August 2011 in Lusaka to discuss CSO preparations for the adoption of the Zambia Country Report and the implementation of its National Programme of Action (NPOA). The workshop was attended by 47 representatives from civil society and state institutions, which, in the context of the impending national elections in the country, demonstrated the extent of the commitment from CSOs to the APRM in Zambia. Zambia is the first country where civil society took the proactive step of forming a network to coordinate its response around the APRM and this model has been inspirational to other APRM signatory states in the region who have sought to emulate this model.

Mozambique

EISA, in collaboration with the Mozambique National Governing Council, and supported by the EISA Mozambique field office, hosted a workshop on the 22-23 November 2011 to discuss the popularization of the recently translated APRM Country Report from its original English into the more widely accessible Portuguese, and CSO preparation and coordination in response to the country's NPOA. The meeting was attended by 74 representatives from CSOs and state institutions, and drew on comparative experiences from the lessons learnt by the South African National Governing Council (NGC) members who participated in the workshop as resource persons.

Summative conference convened

EISA hosted a summative regional conference for key actors in the APRM process on 23-24 August 2011 in Johannesburg, South Africa. The conference drew upon the collective experiences of participants from National Focal Points (NFPs), NGCs, CSO partners and the United Nations Economic Commission for Africa (UNECA) to synthesise the key democratic governance lessons learnt and experiences from the APRM process. It also served to chart

a strategic direction for a potential new phase of EISA's APRM programme. Attended by 38 participants from seven different countries, the conference identified the continental leadership gap in the APRM as a key risk, and the support of CSOs and other stakeholders towards national processes as critical, in strengthening the impact of the APRM at the national level. Participants strongly endorsed the work of EISA in continuing to contribute to the strengthening of NFPs, NGCs and supporting CSO participation in the APRM process.

Independent external programme evaluation conducted

EISA provided assistance to an independent, external evaluator in conducting a comprehensive assessment of its four-year programme. The evaluator conducted interviews with key strategic partners and beneficiaries of the EISA programme in Zambia, Mauritius and Mozambique. The evaluation concluded that the EISA programme achieved exceptional results in terms of outputs and met its key target outcomes in terms of the original programme design of strengthening formal institutions responsible for the APRM, encouraging CSO capacity and participation in APRM processes as well as documenting and producing public information and education on the APRM. The latter was achieved through the publication of materials and toolkits, as well as rigorous conference reports and a book-length publication. On the basis of this evaluation, EISA's donor partner, the SDC, recommended that EISA submit a proposal for a new phase for the programme.

PREVIEW OF 2012:

- A book-length publication emerging out of the South African end-of-programme conference.
- Preparations for an extension of the current EISA APRM programme.



NPOA Validation Workshop - February 2011

Tanzania APRM CSO Workshop - May 2011

local governance programme

OVERVIEW

The focus of the EISA Local Governance Programme (LGP) is sustainable capacity building of both civil society and governmental institutions, for improved democratic governance at the local level. In addition, the programme also engages in extensive networking and lesson learning and sharing through EISA's partnership in the Good Governance Learning Network. The programme also conducts research as well as provides technical assistance and limited consultancy services.

EISA's LGP works through creating synergies with other programmes within EISA generally, and, specifically, inter-programme cooperation within the GIP department. This allows the programme to both inform and be informed by other programme areas.

ACHIEVEMENTS

Democracy at the local level strengthened

During 2011, EISA mentored and coached selected facilitators from Siyathemba and Greylingstad within the Dipaleseng Municipality as well as from Diepsloot within the Johannesburg Municipality who had attended the EISA capacity building workshops. The mentors were given further intensive mentoring coaching at EISA on aspects of public governance, lobbying, advocacy and organisational management so that they, in turn, could mentor the community workers trained in 2010. This culminated in the mentorship and coaching graduation of the selected delegates from the three local areas in 2011.

Participant-led evaluation conducted

An evaluation workshop, led by participants and facilitated by an external moderator, was conducted during 2011 examining the impact of the EISA local governance programme. The participant-led evaluation served two useful purposes. It demonstrated the impact of EISA's LGP within these two communities and also served to facilitate linkages and networks between citizen groups, social movements and CSOs from the two areas who could share common approaches to solving the same or similar democracy and governance challenges faced in their different communities located in different provinces. The participant-led evaluation, which was confirmed by the external moderator after a review of project documents and outputs as well as interviews with stakeholders, concluded that the EISA programme had a marked impact on localised CSOs working in the welfare and community development fields in that they had improved knowledge of the workings of local government, were better able to interact with the local council in solving and resolving problems. Furthermore, there was a marked improvement in the confidence of local CSO activists and an improvement in their organisational efficiency.

Good Governance Learning Network participation

EISA continued with its involvement and membership of the Good Governance Learning Network (GGLN) and, in partnership with IDASA, hosted a successful GGLN regional learning event for Gauteng, which saw a provincial launch of the “State of Local Government” report (SoLG) on the 12th May 2011. The primary focus of the seminar was “Citizens’ dissatisfaction with local government and what impact this might have on the 2011 Local Government Elections”. The event attracted high-profile participants, including an address from the Deputy Chief Electoral Officer of the Independent Electoral Commission of South Africa (IEC), Mr Mosotho Moepya (now Chief Electoral Officer), and the event attracted wide media coverage.

During this period EISA also finalised, published and launched a case study documenting Balfour’s 2009-2010 service delivery protests entitled “Why Balfour was burnt?” in the “State of Local Governance Report 2010”. The event took place on the 13th April 2011 in Cape Town at a public event of the GGLN.

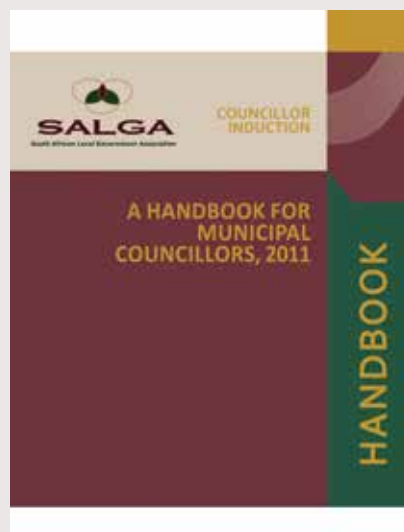
IEC Municipal Elections booklet produced

In February 2011, EISA collaborated with Jacana Media in developing the 2011 Municipal Elections booklet for the IEC. The booklet was successfully launched and widely distributed and used by the IEC, as well as other organisations in the voter and civic education activities in preparation for the 2011 Local Government Elections.



SALGA councillor induction manual revised

EISA had previously been contracted by the South African Local Government Association (SALGA) to assist in the compilation of a handbook for newly elected councillors. During this past year, EISA was requested by SALGA to update, amend and edit the councillor induction manual that SALGA was to use for the training of councillors elected in the 2011 local government elections.



PREVIEW OF 2012:

With work in local governance by its nature being localised and specific, the LGP will undergo a thorough internal and external evaluation and review within the EISA strategic framework.

Overview of other activities

Members of the Department continued to be invited to make presentations, attend workshops or conduct research during this review period. Some of the events and research included:

- “Changing voting patterns?” Ebrahim Fakir and Waseem Holland; Journal of Public Administration, Volume 46, 2011
- “Why Trollip would be better as DA’s Parliamentary leader than Mazibuko”, Ebrahim Fakir , 26 October 2011, POLITY
- “Modernity, Globalisation and Complexity: The legacy and Future of the New Partnership for Africa’s Development (NEPAD)”; Ebrahim Fakir and Chris Landsberg, in “The Africana World. From Fragmentation to Unity and Renaissance”, edited by Mammo Muchie, Sanya Osha and Matlotleng P Matlou, Africa Institute of South Africa, forthcoming in 2012
- “Why Balfour was Burnt? Democracy and Deliver Deficits: Anger Over Non-responsive Governance”, Ebrahim Fakir and Maureen Moloi in ‘Recognising Community Voice and Dissatisfaction A Civil Society Perspective on Local Governance in South Africa’, GGLN, 2011
- A single election in South Africa: Whose interests does it serve? Roundtable organised by Isandla Institute, 06 September 2011, Townhouse Hotel, Cape Town, Harmonising Elections good or ill? Ebrahim Fakir
- Assist the Public Service Reform Programme of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Premiers’ Office of the Limpopo Province of South Africa to facilitate policy design that matched the electoral mandates of the National and Limpopo Provincial Government to policy implementation.
- GIP Manager contracted by the South African public broadcaster, as well as other South African and international media, including the BBC and Al Jazeera, to provide analysis of the local government elections for the full duration of the electoral period, until after the announcement of the election results.

elections and political processes



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SENIOR PROGRAMME ASSISTANT



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SENIOR PROGRAMME ASSISTANT

introduction

OVERVIEW

The Elections and Political Processes (EPP) department continued to expand continentally as the political space opened up in North Africa following the “Arab Spring” that begun in Tunisia in 2010 and reverberated around the rest of the Arab world. The department was involved in electoral processes in the North African region through the deployment of long- and short-term witnessing missions to the People’s Assembly and Shura Council elections held in Egypt during this reporting period. The deployment of these missions also enabled EISA to include participation of Tunisian and Libyan observers, creating peer learning opportunities for these inexperienced observers.

The department continued to strengthen its partnerships with the African Union (AU)/Pan African Parliament (PAP), East African Community (EAC) and South African Development Community (SADC) in the area of election observation. EPP also focused on technical assistance to election stakeholders, namely civil society organisations (CSOs) and Electoral Management Bodies (EMBs) as well as promoting good governance within the corporate sectors, political parties, tertiary institutions, statutory bodies and CSOs through its Elections and Balloting Services unit. The department also continued to contribute to the ACE Electoral Knowledge Network as a partner in the Network.

ACHIEVEMENTS

Election observation missions deployed and electoral problems assessed and documented

During the period under review, EPP coordinated the deployment of continental election observer missions (EOMs) to Central African Republic, Egypt, Liberia and Zambia; and technical evaluation missions to Seychelles and Uganda. All these missions provided an opportunity for EISA to contribute to the transparency and integrity of the electoral processes as well as serve as avenues for peer learning. The latter was particularly crucial for long- and short-term observers drawn from Tunisia who were able to acquire knowledge and skills in election observation through participating in EISA’s observer mission to the Egyptian parliamentary elections which started in November 2011.

The EISA EOM to Zambia was an important learning experience for EISA as a whole, as the institute piloted the use of computer tablets in election observation. Twelve observers were deployed in teams of two and each team was equipped with a computer tablet for the purpose of collection and transmission of election day observations. Using the Open Data Kit (ODK) software, the observer checklists were uploaded on the tablets and observers were

able to fill out the forms electronically using the hard copy of the checklists as back up. At the end of the mission, the tablets were returned to the headquarters and the data was retrieved for collation and analysis. This mission was, however, the pilot phase. During the EOM to Liberia, EISA further improved the ODK system.

EISA deployed a technical assessment team to the August 2011 referendum in Liberia. Thereafter, EISA deployed an integrated EOM with The Carter Centre to the two rounds of the presidential elections in October and November 2011. EISA shared technology and methodology with The Carter Centre using the ODK software on android phones. The integrated EISA/TCC missions enabled observers to have better coverage of the country and, using the ODK system, observations were transmitted in real time to the mission headquarters which in turn meant that both missions could release their findings almost immediately at the close of polling.

As part of its initiatives to establish its work in the North African region, EISA deployed a long-term mission to the People's Assembly and Shura Council elections that began in November 2011. EISA also established a short-term office in Egypt to coordinate the activities of the mission and establish EISA's presence in the country. The mission consisted of long-term observers and short-term observers during each phase of the elections. The Egyptian elections opened up opportunities for EISA to forge partnerships in the North African region.

During the period under review, EISA gained established contacts with the National Constituent Assembly (transitional) and CSOs in Tunisia. These CSOs were invited to participate in the EISA missions to Zambia and Egypt as part of EISA's peer learning initiatives in its missions.

Support to the Africa Union Commission and the Pan-African Parliament

EISA continued to provide support to the African Union through its election observation missions. This support essentially consisted of training of observers and providing technical assistance to the observer missions' secretariats. It is worth noting that the PAP EOMs have



EISA election observers using the tablet



EPP Manager Dieudonne Tshiyoyo with former Presidents Carter and Kufuor during the African Union observer mission to the January 2011 referendum in South Sudan

now been integrated into AU EOMs. During the year 2011, EISA supported the AU observer missions during elections in Liberia, Nigeria, Uganda, Zambia and Côte d'Ivoire as well as during the the self-determination referendum in South Sudan on secession. The Institute also assisted the AU in increasing its pool of observers through conducting training workshops in Gabon in July 2011 for observers drawn from Central and West Africa and in November 2011 in Tunisia for observers drawn from North Africa. The training in Tunisia was the first of its kind for the Maghreb countries and introduced the participants from North Africa to international best practices in electoral observation.

Support/ Partnership with Regional Economic Communities

Support to the East African Community (EAC)

Pursuant to the Memorandum of Understanding (MoU) signed between the EAC and EISA in 2010, and within the purview of the latter's engagement with the Regional Economic Communities (RECs) in order to strengthen their capacities to contribute to democratic elections and governance in Africa, EISA provided technical assistance to the joint EAC-COMESA-IGAD EOM to the 18 February 2011 general elections in Uganda. The assistance entailed training seventy election observers and providing advisory services to the joint mission secretariat. Through EISA's assistance, the joint observer mission was exposed to international best practices in election observation and the deployment of EOMs. This was exemplified by the high quality of the statements and reports produced by the joint observer mission. The joint observer mission was regarded as successful and similar initiatives were encouraged in the future, given that it was the first kind of engagement for the three organisations. It was also the first time that EISA supported a consortium of inter-governmental bodies in election observation.

Support to the South African Development Community (SADC)

EISA's long-standing relationship with SADC was reflected in its continued support to SADC observer missions. EISA was contracted to train and facilitate the briefing sessions for SADC observers during the elections in the Democratic Republic of Congo, Seychelles and Zambia. EISA was also contracted to train approximately 50 staff of the South African Department of International Relations and Cooperation (DIRCO) on SADC election observation in March 2011. These trainees will be added to the pool of SADC observers to be deployed over the next year.

EISA continues to play a key role in supporting and strengthening SADC's role in election observation within the sub-region. In April 2011, the SADC Election Advisory Council (SEAC) was inaugurated and the SADC Election Support Unit (SECU) was established. EISA was contracted to facilitate the induction training of the Council during its inaugural meeting where SEAC members were given orientation on the genesis, rationale and mandate of the Council. Furthermore, EISA also contributed to the development of the Council's rules and guidelines. EISA was again contracted to facilitate the SEAC strategic planning meeting that was held in November 2011 in Kinshasa, DRC. The purpose of the strategic planning was to establish the framework for the development of the 5-year strategic plan for SEAC.

Support for Electoral Management Bodies

As part of its support to EMBs, EISA hosted several EMB delegations keen to learn from the Institute. Interaction with EMBs took place at the EISA offices in Johannesburg as well as in the field. On the occasion of the run-off presidential elections in Liberia, EISA hosted a delegation from the Independent Electoral and Boundaries Commission (IEBC) who were in Liberia to observe the elections. The delegation consisted of a commissioner and three technical staff of the Commission who took time to hold meetings with the National Elections Commission (NEC) of Liberia. These meetings provided an opportunity for peer learning in the area of post-conflict elections and also on the conduct of a two-round election which is crucial for Kenya in view of the recent amendment of its constitution.

EISA also hosted a delegation from the Afghanistan Electoral Reform and Civic Advocacy group. The delegation spent time with EISA sharing experiences and gaining information about EISA's work and programmes.

EISA was invited to present a paper on "Voter Registration and the Voters' Roll" to a seminar of Electoral Commissions Forum in SADC held in Johannesburg from 23 to 24 August 2011.

Support for non-partisan citizen observation

EISA received a request from the Electoral Commissioner's office for training of citizen observers in Seychelles. It is important to note that citizen observation is a new concept in the Republic of Seychelles. This training was therefore the first in its history. EPP trained approximately fifty citizen observers drawn from the Citizen Democracy Watch in Victoria, Seychelles in September 2011. This was the first pool of domestic observers in Seychelles history that were equipped with knowledge and skills to observe the September 29 to October 1 2011 parliamentary elections. Through this training, citizen observers in Seychelles were exposed to international best practices.

The deployment of citizen observers in these elections contributed to the perceived credibility of the Electoral Commission and it increased the integrity of the electoral process.



Training of domestic observers in Victoria, Seychelles, September 2011

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. EISA is both the ACE partner and a Regional Resource Centre for the SADC region. EISA is also a partner in the ACE Electoral Knowledge Network which is a grouping of nine organisations from around the world namely: Elections Canada, EISA, European Commission (ex-officio), Instituto Federal Electoral (IFE) – Mexico, International Foundation for Electoral Services (IFES), International IDEA, United Nations Development Programme (UNDP), United Nations Department of Economic and Social Affairs (UNDESA) and United Nations Electoral Assistance Division (UNEAD). The interim ACE Secretariat is hosted by International IDEA on behalf of the ACE Partners.

ACE is a multifaceted tool with target audiences including electoral practitioners, electoral management bodies, government officials, political parties, civil society and non-governmental organisations, academics, researchers and students. EPP continues to coordinate EISA's contribution to the ACE Electoral Knowledge Network. EISA also participates as a member of the ACE Steering Board and ACE Advisory Board.

Balloting and Electoral Services (BES)

The BES unit increased its support to a variety of organisations and statutory bodies including business, labour, government, civic associations, tertiary institutions, community based organisations and political parties. To enable BES to ensure that it offers clients an up to date professional service, the unit expanded its scope of work into new areas. This included facilitating drafting the Student Representative Council Constitution of the Cape Peninsular University of Technology (CPU). A similar intervention was conducted for the University of the Western Cape (UWC). Through the department's continued commitment in sourcing new clients, BES was contracted to administer the election of the Municipal Council's Pension Fund (MCPF) and Eskom Pension and Provident Fund (EPPF) Board of Trustees which runs until 2012.

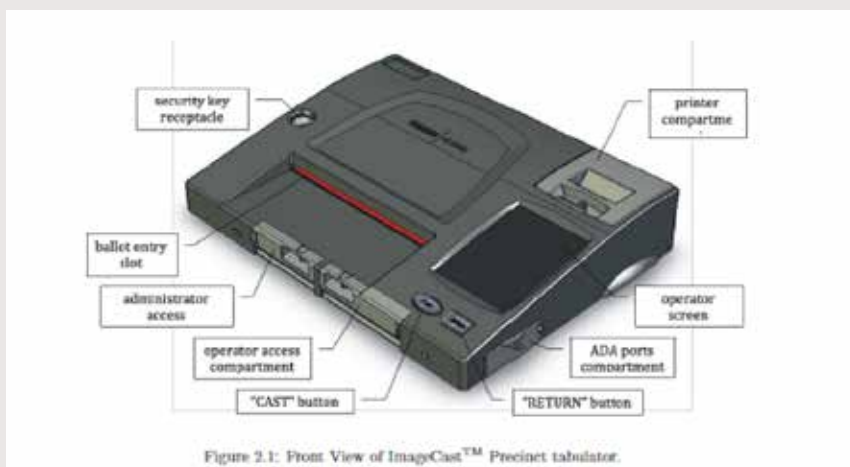


Figure 2.1: Front View of ImageCast™ Precinct tabulator.

Photo of an electronic voting machine acquired by BES to conduct corporate and community elections

Enhancing EISA's institutional capacity is one of the main objectives of the organisation and 2011 saw BES playing a key role towards the realisation of this initiative, particularly in the area of technology which is becoming more and more an integral part of elections on the African electoral landscape. Electronic voting has been identified as one of the tools to achieve this. Following study tours conducted in Brazil and Philippines in 2010 where e-voting technology is used, BES initiated a pilot project of e-voting by conducting a sample parallel vote to test the system during one of the BES elections using both paper and an electronic voting and counting machine. To further ensure that EISA offers its clients up to date and professional services, BES developed an Electronic Verification System to enable EISA to verify membership of pension and medical funds as well as to facilitate more efficient and quicker counting of ballots. This has proved particularly effective when conducting large-scale postal votes.

BES STATISTICS 2011

Date	Client	Service
January to May 2011	Transnet Second Defined Benefit Fund (TSDBF)	Board of Trustees
January to February 2011	CWU	National Office Bearers
March to October 2011	Cape Peninsula University of Technology (CPUT)	SRC Constitutional Development
June to December 2011	Institute for Retirement Fund (IRF)	Board of Trustees
August 2011 to January 2012	Municipal Councilors Pension Fund (MCPF)	Board of Trustees
30 November to December 2011	South African Policing Union (SAPU)	National Office Bearers
August to October 2011	University of the Western Cape (UWC)	SRC Elections
Aug-11	Chemical Energy Paper Printing Wood and Allied Workers Union (CEPPWAWU)	National Office Bearers
Mar-11	Nestle/Food and Allied Workers Union (FAWU)	Strike Ballot
Oct-11	South African Commercial, Catering and Allied Workers Union (SACCAWU)	National Office Bearers

May-11	North West Traditional Affairs	Traditional Authorities elections
Sep-11	South African Trade and Workers Union (SATAWU)	National Office Bearers
Sep-11	National Union of Mineworkers (NUM) North East	Provincial Office Bearers
Sep-11	NUM Kimberley	Provincial Office Bearers
Sep-11	NUM Highveld	Provincial Office Bearers
Oct-11	NUM Cape Town	Provincial Office Bearers
Oct-11	NUM Free State	Provincial Office Bearers

Other activities

During the period under review, staff of the department participated in other activities including:

- Presentation to the 4th Standard Bank Africa Media Forum 6-10 June 2011, entitled "Crisis (cost) of elections & price of democracy on the continent"
- Electoral Commission of Mexico/International Centre for Electoral Training and Research - CICIE, participation in, and presentations on, "Identifying processes and practices to improve electoral management bodies", 24 June 2011
- Presentation on "Elections Concepts and Trends" to the ACCORD peace-building training and study tour, Johannesburg, 24 October, 2011
- Presentation entitled "The contents of a roadmap to free and fair elections" to the Konrad Adenauer Stiftung conference on "Pathway to Popular Legitimacy", held in Harare on the 2 November 2011
- CICIE - 1st specialisation course on voter registration for African Electoral Authorities, Mexico City, 21-25 Nov 2011
- Presentation to the South African Liaison Organisation entitled "Building regional and international consensus on the Democratic Republic of Congo", Pretoria, 7 December 2011

PREVIEW FOR 2012

Over the next year the department intends to:

- Develop the back-end of the ODK data transmission system and deploy the use of tablets in all EOMs in 2012
- Deploy EOMs and technical teams to the:
 - Referendum and presidential elections in Egypt
 - Parliamentary elections in Lesotho
 - The presidential and legislative elections in Senegal
 - The presidential elections in Ghana
- Deploy a technical support team to all AU EOMs in 2012
- Provide support to the EAC
- Provide training and briefings to SADC EOMs
- Deploy election pre-assessment missions to selected countries
- Deploy technical assessment teams to selected countries
- Convene the EISA annual continental symposium



field offices

- Chad
- DRC
- Kenya
- Madagascar
- Mozambique
- Zimbabwe

chad



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COUNTRY DIRECTOR



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ANGÈLE MAYANGAR
MULTI MEDIA ASSISTANT, POLITICAL
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EL-HADJ SOULEYMANE NDIINGA
DRIVER

field office report: chad

OVERVIEW

The year 2011 provided EISA with the opportunity to draw preliminary lessons from the implementation of its democracy strengthening activities in Chad, particularly assisting various stakeholders during the 13th February National Assembly and the 25th April presidential elections. EISA also collaborated with civil society in designing a civic education programme and training them in facilitating civic education workshops as well as strengthening their capacity in conflict prevention, management and resolution. Technical assistance included support to the nationwide deployment of domestic election observers and training party agents in the observation of polls. Both activities were aimed at building the capacity of local stakeholders to play a constructive role in the electoral process. An important milestone reached by EISA was the facilitation of the development and the signing of an electoral Code of Conduct for political parties and candidates, the first time ever such an agreement was signed between political parties in Chad. EISA also provided technical assistance to Members of Parliament (MPs) and parliamentary support staff as well building a platform of interaction between the National Assembly and civil society organisations (CSOs).

EISA was funded through a grant signed from the Swiss Agency for Development and Cooperation (SDC) and Africa Democracy Strengthening Project funded by the Department for International Development (DFID) which includes support to the Chad office.

ACHIEVEMENTS

CSOs supported in election observation

An umbrella network, the *Mission d'Observation Electorale de la Société Civile Tchadienne* (MOE-SCT) was established with EISA's support which deployed 300 long-term observers during the 13th February 2011 National Assembly and the 25th April 2011 presidential elections. Besides the Training of Trainer Handbook on Election Observation that was reprinted for use during the training sessions before the presidential poll, two additional manuals were developed and distributed to CSOs involved in election observation: a handbook on the role and responsibilities of observers followed by the observers' code of conduct, and the Election Observer Mission's Planning Handbook. CSO knowledge on the basic tenets of the rationale and methodology of election observation was acquired, shared and applied by observers during their deployment. These learnings informed the deployment of observers to the April presidential elections where corrective measures were taken. These included recruiting and training new observers, dismissing those involved in partisan activities, drafting new deployment plans and providing for better systems to centralise observers' reporting

forms and check lists. With EISA's support, the electoral process was accessed in a credible and non-partisan manner by the CSOs network and comprehensive and high quality observer mission's statements and reports were produced.

Post-election observation review conducted

A post-election review was organised by EISA on 28-30 June 2011 in N'Djamena, providing the opportunity for CSOs to review the challenges they faced in election observation, share experiences and draw lessons from their assessment of the National Assembly and presidential elections as well as identify best practices for future election observation activities. The workshop gathered over 60 delegates representing 36 organisations that observed the National Assembly and the presidential elections. The workshop provided the space for various CSOs that observed the elections to interact with each other, with electoral and administrative authorities as well as with political parties and agree on recommendations for improving election observation activities in the country in the future.

CSOs trained in civic education

EISA worked with organised CSOs to ensure that participation of citizens is effectively coordinated for maximum impact and build citizens' capacity to play informed roles and expand their involvement in the decision-making process. EISA's intervention was aimed at assisting Chadian electoral stakeholders to familiarise themselves with concepts, issues and practices of local government elections as this was the first time that Chad held local government elections since independence. Training of trainers were carried out in voter and civic education country wide for 78 participants, including 34 women. A comprehensive training handbook was updated, developed and distributed to trainers for them to train those involved in civic education activities in their organisations and for them also to be able to design and implement civic and voter education programmes. In addition, a handbook for local elections was finalised providing basic information for the conduct and understanding of local government elections. Trainers were well equipped with skills and techniques necessary to conduct outreach activities in order to encourage citizen participation in the electoral and democratisation processes.



Conflict mediators trained and deployed

EISA introduced its election conflict management programme which involved designing material and training 111 mediators countrywide, including 40 women, in the build up to the local elections. EISA drew on the experience of the EISA Burundi and DRC field offices and included staff from these field offices in the training of mediators. Before conducting the training sessions, selection criteria for the recruitment and deployment of panellists were agreed on that included professional affiliation, gender, regional and religious balance. The workshop programme included mapping conflicts in Chad and prevention and mediating mechanisms were thoroughly discussed with the mediators to ensure that there was a comprehensive understanding of the nature and type of conflicts that could occur in the run up to the elections. The workshop also identified areas where mediation and CSOs' skills have been enhanced in understanding and reacting to conflict situations either during the electoral process or within the normal routine of community life.

Electoral Code of Conduct developed and adopted

EISA facilitated the adoption of an Electoral Code of Conduct for parties and candidates. The Code was endorsed on 5 January 2011 during a solemn ceremony at the country's State House in N'Djamena. The ceremony was attended by Chad's President, Idriss Deby Itno, the Prime Minister and all members of the government, the Speaker of the National Assembly and other national constituted corps, the representatives of the international community and most of the political parties. 95 parties' leaders signed the Code. The tour de force of bringing so many parties together to sign such a code was stepped up by the attendance of the event by the President of Chad. It also profiled the success of EISA's political party programme.

Party agents trained in poll watching

EISA used the opportunity of the 13 February National Assembly elections to conduct refresher training activities for party agents involved in poll watching on election day. Prior to the training, a training handbook on poll watching was developed containing detailed information on recruiting, training, deploying poll watchers as well as providing guidelines on how they should report their polling day observations. Using this training handbook, a one-day training session was conducted for 166 trainers, including 29 women, from 70 parties from the majority party and the opposition parties in N'Djamena, the capital city where



H.E. Idriss Deby Itno, the President of Chad, receiving a copy of the Electoral Code of Conduct.



Party leaders signing the Electoral Code of Conduct

most parties are headquartered and in Abeché, in the eastern region, a location that was not covered before by EISA's capacity building activities for political parties. The training workshops offered an invaluable opportunity for participants from different parties to share ideas on the role of political parties in safeguarding the integrity of the electoral process and agree on harmonised data collection and reporting on poll watching.

Database of Chad's political parties available for public consultation

EISA continued to provide assistance to political parties through the Political Parties' Resource Centre established by EISA, offering IT equipment, Internet access and other resources such as books and magazines on election and governance topics to political parties. One of the major outputs of the Resource Centre was the Chad political parties' database, which was completed in 2011 and is now linked up to the Chad's Country Page on the EISA website. A questionnaire was circulated to political parties with 40 responding positively during the inception phase of the research. The current database contains useful information such as full name and date of creation of the party, details and short biographies of party leaders, party's ideological settings and programmes, how many times the party has contested elections, how many representatives it has in the National Assembly, full contact details of the party, etc. This database is the first and only one of its kind containing such information and available to the public.

Capacity strengthened for political parties to be effective and internally democratic

On 27-28 September 2011, a second in-country political parties' benchmarks workshop took place in Chad. The report of the initial benchmarks suggested by Chad's political parties on 05-06 October 2010 was presented as well as the consolidated standards for democratic parties adopted during the EISA annual symposium in Johannesburg in November 2010. The workshop also gave participants a useful opportunity to reflect on the way forward for their parties to adapt, adopt and further endorse EISA's "Benchmarks for enhanced political party performance for democratic governance in Africa".

Members of Parliament and parliamentary staff trained

Two orientation workshops focusing on law-making and the budgeting process were conducted for Members of Parliament (MPs) on 5-6 December and 9-10 December 2011. A total of 103 MPs attended, including 19 female MPs. The orientation sessions focused on law-making and the budget processes. On 12-13 December, another training session followed for 54 parliamentary staff, including 4 women.

By the end of the training, law-making and the budget processes were well understood by MPs. The training also provided the opportunity for new MPs to share their experiences in Parliament and better familiarise themselves with parliamentary processes. Beyond the original focus on law-making and budget processes, MPs from the ruling coalition and the opposition debated on major challenges hindering their functions and mandate as parliamentarians and presented their views on how to improve their role as the legislative branch of the government.

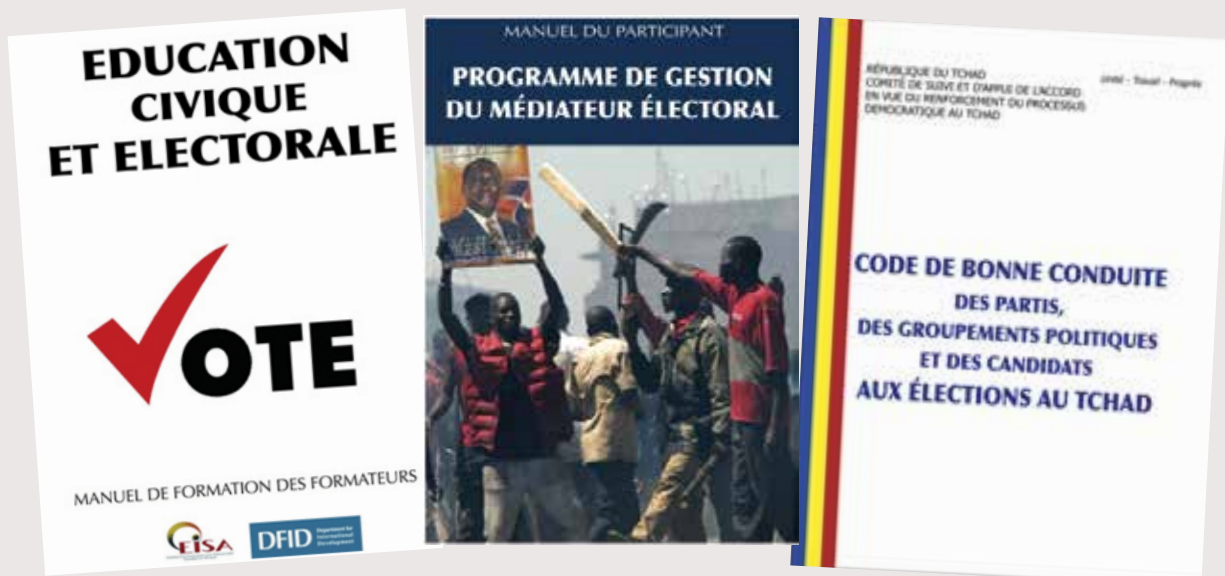
As for parliamentary staff, the session enhanced their knowledge and competencies on the main functions of MPs, their own role as parliamentary support staff and the various types of assistance, personnel and skills involved in parliament work. Participants also used the opportunity of the training session to discuss their working conditions with the Clerk of Parliament and other decision-makers of the National Assembly.

CSOs engagement with Parliament

EISA, in consultation with CSOs, identified the need for civil society organisations to be able to engage constructively on issues of common concern with elected representatives. To facilitate this process, EISA organised a workshop on 2-3 September aimed at assisting CSOs in their engagement with Parliament. 23 participants from CSOs attended the session, including 11 women. The workshop provided the opportunity for participants to share their past experience in engaging with elected leaders in parliament and discuss avenues for improving this interaction, especially through parliamentary committees and existing MP networks in the country. Participants were also given the opportunity to express their views on the conduct of EISA's parliamentary programme and suggest additional modules/sections for inclusion in the CSOs' training manual.

PREVIEW FOR 2012

- Additional parliamentary strengthening activities, including research and publication, training and technical assistance for MPs, parliamentary staff, CSOs and journalists
- Post-election reviews
- Regional consultative workshops with electoral authorities, political parties and CSO delegates
- Conflict mediators deployed in selected constituencies during the 2012 local elections
- Training political parties represented in Parliament on EISA benchmarks and engagement with major political parties to endorse the document
- Policy dialogue between MPs and CSOs



democratic republic of congo



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CHRISTOPHE NDELIKA
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field office report: democratic republic of congo

OVERVIEW

2011 has been a politically challenging year for the Democratic Republic of Congo (DRC) as the country headed towards its second competitive multiparty elections. Various events marked this period. This included constitutional amendments that enabled the president to be elected by a simple majority. The tense political environment also saw attacks on the Presidential palace on the 11th February and military unrest in the eastern part of the country. Police brutality characterised the pre-election phase. Following the election results, riots and demonstrations took place by the main political parties challenging the results of the presidential and parliamentary elections.

The DRC 2011 elections were highly contested and controversial. Unlike the 2006 elections, the main political parties and leaders in the countries participated in the presidential and parliamentary elections. The Electoral Commission (CENI) was only sworn in in March 2011, giving this new Commission only six months to prepare for the elections. Furthermore, the nature of assistance and the mandate of the international community were changed by the United Nations Security Council from that of the UN support of the 2006 elections where the UN took the lead in regard to the holding of the first democratic elections following decades of war. In 2011, the UN support was limited to assisting CENI upon its request. The Government provided more than 70% of the costs required to conduct the elections. The shortage of time available to the Commission to prepare for the elections, the logistic and technical issues to cover the operations in the entire country, the lack of adequate human resources, the earlier constitutional amendment for a simple majority in the presidential election, the conducting of a fresh voter registration exercise, the complaints of political parties and candidates about the reliability of the voters' rolls and the suspicion surrounding the impartiality of the CENI resulted in allegations of unprofessional management of the voting day and the counting all impacted on the credibility of the DRC 2011 elections.

Within this challenging environment, EISA implemented four projects, namely: 1) "Promoting Accountable, Transparent and Responsive Governance in the Democratic Republic of Congo" funded by DFID's Transparency Governance Fund, 2) "Deepening Democracy Peace and Governance in the Post Election DR Congo", 3) "Enhancing the Credibility and Participation in the Electoral Process in the DRC", funded by Sida and 4) "Conflict Mediation for the Presidential Elections in North and South Kivu", funded by the Swiss Federal Department of Foreign Affairs (FDFA).

EISA was able to support stakeholders in a range of interventions including strengthening civil society to enable them to conduct lobbying actions and initiate electoral reforms in the Electoral Act which was passed in July 2011, ensuring effective involvement of CSOs in the observation of the elections to guarantee the freeness and the fairness of the elections and strengthening capacities and deployment of CSOs of North and South Kivu to contribute to a peaceful electoral process. In regard to the governance programme conducted by EISA, 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.

ACHIEVEMENTS

Civil society anti-corruption strategies supported

Since the 2006 elections, CSOs and governmental bodies have made a substantial contribution in the fight against corruption, notwithstanding the difficult climate in which their actions took place, by contributing to the drafting of anti-corruption laws and rules. CSOs conducted anti-corruption campaigns resulting in some cases of corruption being sanctioned, such as leaders of public enterprises being sacked and jailed. In some cases, Cabinet ministers were dismissed pending investigation. A major achievement has been the drafting and adoption by CSOs of an Anti-Corruption Action Plan. This strategy includes “naming and shaming” and support to whistle-blowers in denouncing corruption, enabling CSOs to play a watchdog role as well as lobbying for the adoption of a good governance national legal framework. The DRC CSOs have always been vocal and this programme has enabled them to contribute to a gradual change in the country’s approach to governance.

EISA also supported the government agency, Office Congolaise Pour l’Ethique Professionnelle (OCEP), in charge of developing improved anti-corruption strategies. This support was expressed through consultations and advice to this agency on matters pertaining to corruption in the public and private sectors and supporting them in developing strategies to address corruption.

Citizen participation and policy-making process strengthened

EISA has contributed to capacity building of CSOs in a range of areas including project management, budgeting, proposal and report writing and drafting memos on a range of issues such as the impact of deforestation and the effective use of mineral resources. This was consolidated during 2011 where CSOs were encouraged and supported to usefully utilise the skills acquired through EISA workshops. More particularly, CSOs were able to raise awareness around community and national needs of citizens through research and formulating memos and petitions as well as interacting with relevant authorities on governance issues. This has been particularly effective, because in the past projects were implemented at the

national, provincial, district and territory levels without prior consultation and involvement of the local population. This has also been possible as CSO leaders have moved from confrontational and defying behaviours towards the authorities to a more collaborative and constructive approach for the benefit of the population.

The Social Dialogue implemented

Initiated by EISA, the Social Dialogue is a platform for permanent and direct interaction between the grassroots population and the elected authorities and high ranking officials in all provinces throughout the county. Social Dialogue has emerged from the need to establish a continuous flow of information and interaction between citizens and elected representatives regarding issues pertaining to the living conditions of communities. In the past, the gap between the decision-makers and those for whom the decisions were made deepened with mutual suspicion, anger at the lack of or poor service deliveries, mismanagement of funds and accusations between these two parties as to who was to blame for the situation. Through time and the numerous Social Dialogue sessions, a tradition of direct and fruitful consultation in certain communities and provinces is emerging.

As EISA projects supporting the Social Dialogue were moving to their completion by the end of 2011, EISA, with its Social Dialogue partners, strategised on the sustainability of these structures. The main achievement has been local ownership of the Social Dialogue in North and South Kivu provinces (provinces where security has been volatile, militia groups operate and abuses of assault, rape and violence against women occur), where the governors and the provincial ministers regularly convene social dialogue sessions with the local population and fully cover the costs of these sessions. Local ownership of the Social Dialogue provides an ongoing platform for the local population to alert security officials and governors about threats on their lives and day-to-day concerns.

Other provinces such as Kinshasa have institutionalised the Social Dialogue where the authorities have turned the Social Dialogue in the communes and districts into official ward committees whose members are to be elected. The Governorate of Kinshasa allocated an initial budget of US\$1,500,000 for ward committees.

An unexpected achievement of the Social Dialogue is the removal of the governors of South Kivu and Bandundu provinces from their positions following unhappiness by the population resulting in petitions highlighting their shortfalls and calling for their removal. The Social Dialogue has also become the tool used by minority communities such as the Pygmies in Masisi, North Kivu and the Albino community in Province Orientale, to express their voice and discuss governance issues with relevant authorities. Issues that they have raised include drawing attention to environmental threats to their habitat and its impact on their lives, their daily suffering and their roles in the society.

Conflict Mediation Panels deployed

Following the implementation of the EISA Conflict Management Panel model in the 2006 national and presidential elections, EISA retrained and deployed 300 mediators to deal with social and community issues. Mediators dealt with disputes around land issues, community conflicts, development projects and where citizens at grassroots level called on mediators to intervene in regard to household disputes. The EISA conflict management programme was formalised through the formation of an association of mediators in each province, with a legal and official status. The commitment of mediators in ensuring ongoing peace and stability in the DRC is evidenced by the fact that even after EISA's financial support came to an end, the mediators continued their work in resolving and preventing land disputes, such as the mediators in Kasai Occidental. Based on the positive impact that the mediators had in this province, the United Nations provided support in providing premises for the mediators in the provincial capital city, Kananga. This reinforces the impact that the mediators have made in managing community conflicts and also gives recognition of the importance of EISA's conflict management programme.

Citizen election observation supported

Since 2004, EISA has been involved in all the electoral processes in the DRC through various activities and in cooperation with national and international stakeholders.

Though EISA had carried out the same activities during the 2011 electoral process, the main achievements have been the support to the national election observers where EISA provided support to four CSO networks, namely:

- RENOSEC (Réseau National pour l'Observation et la Surveillance des Elections),
- ROC (Réseau des Organisations des Confessions Religieuses),
- CAFCO (Cadre de Concertation de la Femme Congolaise), and
- CNJ (Conseil National de la Jeunesse).

A total of 12,500 observers drawn from the four networks were trained and deployed throughout the country and observed each step of the electoral process including voting day and the counting. While most of the international observation missions left the DRC shortly after the count, citizen observers remained on the ground when riots started and violence erupted in protests against the alleged fraud and irregularities, and provided valuable information and assessment of the elections. National observers also experienced assault and many were injured. Intimidation prevented these networks from publishing their findings on the expected days. Despite this, observers remained on the ground and four full reports were published containing detailed information. The reports concluded that the elections did not comply with the international rules and standards, were marked by violence and fraud and therefore did not reflect the will of the Congolese people. This was a bold step for

national observers to take, especially as they had borne the brunt of intimidation and assault. The support provided to these networks by EISA bore fruit as the observation reports and statements were well-formulated and based on evidence gathered on the ground.

PREVIEW OF PLANS FOR 2012

- Conduct post election reviews for national observers
- Finalise, publish and disseminate national observer reports
- Finalise and disseminate conflict prevention reports
- EISA will work towards supporting stakeholders for the provincial and local elections provisionally scheduled to take place in 2013

kenya



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field office report: kenya

OVERVIEW

Activities undertaken by EISA Kenya in the year 2011 were consistent with the objectives set out in the EISA Africa Democracy Strengthening programme (ADS II). The constitutional implementation agenda, while posing certain challenges, also presented an opportunity for EISA Kenya intervention. This was especially in regards to the development of electoral related legislation as well as putting in place mechanisms for the operationalisation of the Constitution. In particular, EISA launched conflict management panels (CMPs) to support the Independent Electoral and Boundaries Commission (IEBC) to mitigate electoral and political violence. EISA also convened multi-sectoral forums bringing together Parliament, state and non-state actors and CSOs to dialogue and build consensus on critical legislation as stipulated in the new Constitution. In addition, EISA supported political parties through the development of, and lobbying for, domestication of benchmarks for democratic political parties in Africa. The ADS II programme, funded by DFID, was complemented by a political party's project funded by the British Foreign Commonwealth Office (FCO) in Nairobi.

EISA maintained its synergy building and partnership approach. In particular, the consultative forums convened by EISA in the course of the year were lauded as having greatly enriched and raised the bar in the process of law-making in Kenya.



Members of Nairobi CMP (left), Mr. Lameck Osieko (m) and Ms. Mary Atieno (R), with the presiding officer for Morrison primary School during the *Deployment of Nairobi region mediators for by-elections in Kamukunji*. Right, Mr. Osieko with a voter.

ACHIEVEMENTS:

Electoral conflict mediation panels (CMPS) established:

EISA, in collaboration with the *Interim Independent Electoral Commission of Kenya* (IIEC), successfully launched four regional conflict management panels (CMPs) during 2011, bringing to nine the total number of regional CMPs in the country since EISA first introduced the programme in 2010. Resulting from the launches, 60 panellists were identified to spearhead mediation work in their respective regions. The selected panellists participated in a three-day intensive training workshop on conflict prevention and alternative dispute resolution. Panellists drawn from Eastern (Embu), Central (Nyeri), Nyanza (Kisumu), Western (Kakamega), North Rift Valley (Eldoret) and North Eastern (Garissa) regions were equipped with the requisite skills and expertise needed for mediating and resolving election disputes as well as knowledge of the relevant electoral and constitutional legislation.

EISA deployed Nairobi CMP members to mediate in the hotly contested Kamukunji by-elections. The by-election enabled the panellists to appreciate the actual and practical environment that is often at play during elections. This enabled the panellists to understand the manifestation of conflict prior to, as well as on, the election-day and experience the interaction of the various actors during these two crucial periods of the electoral cycle. In addition, it accorded the panel an opportunity to utilise the acquired dispute resolution skills to resolve the conflicts.

Through mediation the mediators intervened in various incidents including mediating a dispute with rowdy youth between different political parties trying to prevent voters from leaving a voting station. In another situation, the mediator was able to diffuse a potentially conflictual situation between a group of youth and an alleged vote buyer.

Capacity for Political Party Agents in poll watching built:

EISA conducted party poll watch training for three by-elections in Kenya. The by-elections were necessitated by successful election petitions that resulted in the nullification of the election in the constituencies. The trainings were conducted in Kirinyaga, Ikolomani and Kamukunji constituencies. The content for the training was jointly developed by EISA and the office of the Registrar of Political Parties. The topics covered provided practical scenarios



Participants during the training of the Garissa CMP, held on 1st - 3rd July 2011 at the Almond Resort in Garissa.

during elections and were designed to equip the party agents with skills, knowledge and expertise to enable them to be effective and professional in conducting their duties as party agents.

Political Party Dispute Tribunal (PPDT) supported:

EISA was the main, and continues to be the sole, organisation providing support to the PPDT. Towards enhancing their efficiency, EISA convened an induction workshop as well as a retreat to develop the action plan for the Tribunal. The induction workshop contributed significantly to the capacity building of the PPDT members. Apart from reviewing their mandate, the workshop served to appraise the members on political and electoral conflicts and how they manifest themselves within the context of an election. The retreat resulted in the development of an action plan to guide the work of the Tribunal. The action plan, which addresses issues regarding, among others, resource mobilisation and strategic planning development, will provide a useful guide in achievement of the PPDT objectives. EISA is in the process of conducting a comprehensive strategic planning workshop for the Tribunal to guide its operation for the year 2012-2013.

User friendly electoral law handbook produced:

For the new Constitution to function effectively, parliament was required to pass at least 49 pieces of legislation. Some of these were required to be enacted in the first year after promulgation. This therefore called for concerted efforts and support from all key stakeholders to ensure that the stipulated deadline was met. To this end, EISA convened several multi-sectoral forums to develop the electoral related legislation. EISA also developed a handbook on the electoral legislation in the country. The handbook is intended to provide a one-stop simplified version of the provisions of the laws governing the electoral sector in Kenya.

Legislation developed:

EISA provided support to the development of the Independent Elections and Boundaries Commission (IEBC) Act 2011 and to the development of the Political Parties Act 2011. As part of enhancing policy interaction between parliament and the CSOs in Kenya, EISA



Former British High Commissioner to Kenya, Ambassador Robert Macaire, during the policy dialogue (Enhancing Interaction between Parliament and Non State Actors): Development of the Independent Electoral and Boundaries Commission (IEBC) Bill, 28th February – 1st March 2011 at Lake Naivasha Simba Lodge, Naivasha.

convened a multi-sectoral forum on the IEBC Act 2011. The forum succeeded in building the requisite consensus for the development of the Act. Indeed, consensus reached by the stakeholders was crucial in advancing the agenda for the implementation of the Constitution and, in particular, establishing the new electoral management body ahead of the next general election. Acknowledging these efforts while opening the new session of parliament on 21st March 2011, President Kibaki noted that *“the IEBC Bill soon to be tabled in parliament was a product of extensive multi stakeholders consultation”*. EISA’s support to the Political Parties Act 2011 centred on convening a multi-sectoral forum to review the existing Political Parties Act (2007), supporting a technical committee retreat to collate, analyse and develop the draft Bill and a plenary to adopt the draft Bill (now PPA 2011).

Undertaking an inventory for the needs of County Assemblies and development of the Standing Orders for the County Assemblies undertaken

EISA, in partnership with the Centre for Parliamentary Studies and Training (CPST), successfully undertook a needs analysis evaluation for County Assemblies. This resulted in an inventory for the County Assemblies. The analysis was necessitated by the need to commence operationalisation of the 47 County Assemblies, through putting in place the necessary modalities. Key among these modalities is the development of the generic rules of procedure for the Assemblies which EISA will support in 2012. At a forum convened by EISA in 2011, the stakeholders resolved to develop a draft template for the standing orders and rules of procedure for the County Assemblies in Kenya. The process of finalisation of the draft rules was undertaken by the CPST and is in the final stages for its conclusion.

Strengthening the capacity of political parties to be effective and internally democratic

EISA Kenya convened a meeting aimed at lobbying political parties to endorse and subsequently domesticate the EISA 2010 Symposium benchmarks. The meeting also succeeded in making recommendations for additional benchmarks on gender mainstreaming. Ten parties endorsed



Hon. Ababu Namwamba, Chairperson, Parliamentary Committee on Justice and Legal Affairs (left) and Hon. Martha Karua, (right) chairperson, NARC Kenya and former Justice Minister, during the policy dialogue (Enhancing Interaction between Parliament and None State Actors): Development of the Independent Electoral and Boundaries Commission (IEBC) Bill, 28th February – 1st March 2011 at Lake Naivasha Simba Lodge, Naivasha.

the benchmarks, namely Orange Democratic Party (ODM), Orange Democratic Party- Kenya (ODM-Kenya); Party of National Unity (PNU); SAFINA Party; Forum for Restoration of Democracy- Kenya (FORD Kenya); New FORD Kenya; Liberal Democratic Party of Kenya (LDP); National Rainbow Coalition- Kenya (NARC Kenya); Democratic Party of Kenya (DP); and the United Democratic party (UDM).

PREVIEW OF PLANS FOR 2012

The following activities will be undertaken in 2012:

- Conflict Management Panels:
 - Launching, training, deploying and developing an action plan for the national Conflict Management Panel
 - Developing action plans for the nine regional CMPs
- Strengthening political parties:
 - Convening synergy building meetings with various stakeholders, key among them political parties, aimed at enhancing the capacity of the PPDT
 - Providing technical assistance to the Political Parties Dispute Tribunal in electoral dispute resolution
 - Institutional strengthening of the office of the Registrar of Political Parties
 - Strengthening the national organs of political parties and developing party documents that comply with the constitution
 - Benchmark meeting with political parties to design strategies of complying with the Constitution and the Political Parties Act
- Enhancing capacity of CSOs and political parties to engage with parliament through convening a multi-sectoral forum on the Campaign Finance Bill
- Policy dialogue among parliamentarians, the IEBC, political parties and CSOs on operationalisation of the electoral legislation in Kenya
- Joint parliamentary group workshop for review of party policies



Participants following discussions, Members of parliament led by the Deputy Speaker of Parliament (left) and other participants (right) during the policy dialogue (Enhancing Interaction between Parliament and None State Actors): Development of the Independent Electoral and Boundaries Commission (IEBC) Bill, 28th February – 1st March 2011 at Lake Naivasha Simba Lodge, Naivasha.

madagascar



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field office report: madagascar

OVERVIEW

2011 has been an exciting year for the EISA Madagascar office with EISA extending its “Strengthening Electoral and Democratic Processes” regional programme to Madagascar, a programme supported by the Royal Danish Embassy (DANIDA), the Swedish International Development Agency (Sida) and the Swiss Agency for Development and Cooperation (SDC). During this past year EISA’s capacity building programme to encourage women to participate in decision-making processes was also extended for a further three years supported by the Norwegian Ministry of Foreign Affairs.

EISA’s 2011 activities took place in a context marked by delays in the negotiation process and signing of the Roadmap, particularly the amendment of article 20 of the Roadmap concerning the return of former president Marc Ravalomanana to Madagascar. The Roadmap was eventually signed in November 2011 and provided for the establishment of transitional institutions, government and parliament, the adoption and promulgation for the establishment of the Law on the Independent National Electoral Commission for the Transition (CENIT). The Roadmap also made provision for an agreement with the United Nations (UN) in regard to a date for the organisation of elections. The UN requires that elections take place within 11 months of the establishment of transitional institutions. It is anticipated that the elections will take place in 2013. An area of contention still exists in regard to the amnesty law that has yet to be presented to Parliament by the government as it affects the return of the former President Marc Ravalomanana. Following the signing of the Roadmap, new challenges have been raised by women to ensure a higher representation of women in transitional institutions.



A group conducting ice breaking in the workshop

The Vondrona Miralenta ho an'ny Fampandrosoana (VMLF – Women's Movement for Politics and Development), supported by EISA, has been actively engaged in lobbying for women's representation in the transitional structures resulting in several members of the VMFL being appointed to the transitional government, including the Minister of Health, the Minister of Culture and the Minister of Crafts. In the two houses of parliament at least 20 women came from the VMLF membership. Although there were no elections, the presence of women in the transitional institutions is a sign that women are interested in politics and are ready to participate in political decision-making.

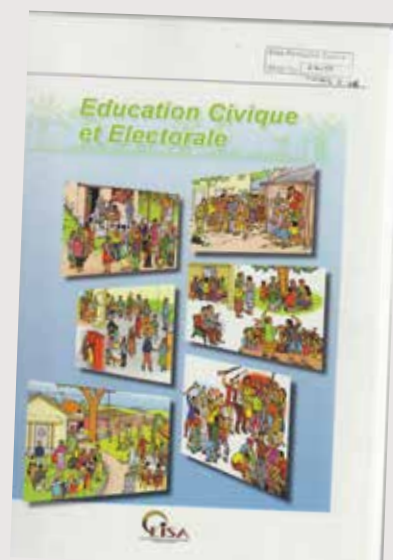
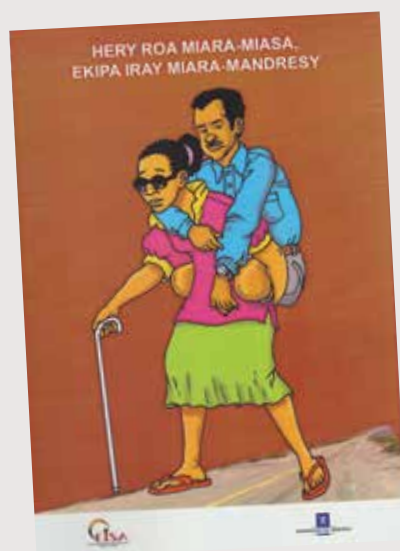
ACHIEVEMENTS

The "Movement 30-50%" Campaign supported

The "Movement 30-50%" campaign was initiated by the Vondrona Miralenta ho an'ny Fampandrosoana (VMLF, a women's gender network for development) with the technical support of EISA as an advocacy tool addressed to policy-makers in support of the SADC Protocol on Gender and Development to have at least 50% of decision-making positions in the public and private sectors held by women. During the review period the Campaign has supported six regional branches to extend the campaign to their areas with EISA providing support to six of the 22 regional branches. Branches identified a range of interventions to sensitise the local population to the Campaign. For example the Analamanga region has been lobbying for the Movement 30-50% since the beginning of the transition in Madagascar. Other interventions include sensitisation of traditional leaders on gender issues, creating awareness in schools and radio broadcasts where regional representatives were interviewed and used the opportunity to extend the message to local communities.

The VMLF strengthened

Since the establishment of the VMLF in 2008, the network has been able to mobilise a large constituency of women encouraging and supporting their involvement in decision-making and political life. The number of VMLF's members has increased steadily since its establishment from 800 members in 2009, 1200 in 2010 and to 2268 by the end of 2011. The VMLF website had a total overhaul during 2011 making it more user-friendly and extending its



content to include reports from the VMLF regional branches which are uploaded onto the website and can be visited at www.vmlf.org.

Documentation Centre

During this reporting period, the Documentation Centre (which EISA assisted in establishing in 2009), increased its efforts to source, collate and catalogue available in-country, regional, continental and international information and documentation on gender-related information. The Centre has built a considerable body of information available to the public and continues to attract visits from the public, particularly from the tertiary student community.

Capacity building for women at community level conducted

A major achievement for the EISA Madagascar office has been our engagement with women at community level over the past few years providing capacity building programmes on the EISA “Women’s Participation in Decision-Making Processes”. In particular is the design of innovative training material for women at community level. Nine workshops were held in Boeny (April 2011), Sud Ouest (June 2011), Sofia (January 2011), Vakinankaratra (April 2011), Atsinanana (May 2011), Haute Matsiatra (May 2011), Amoron ‘i Mania (June 2011), Diana (November 2011), and Analanjorofo (October 2011) in which 175 women participated drawn from different sectors of society. An example of the diversity of participants is reflected in the workshop held in the Analanjorofo region in October 2011 where the profile of 31 participants from six districts reflected: Professors: 51.61%, public administration sector: 6.45%, veterinarians: 3.23%, working in the region: 6.45%, housewives: 16.13%, community health agents: 6.45%, with 9.68% from non-affiliated organisations.

Through EISA’s capacity building programme local facilitators were drawn on to facilitate the workshops providing them with opportunities to strengthen their facilitation skills. This has proved so successful that these facilitators, given the level of formal literacy of participants, adapted the tools very creatively to encourage greater participation, understanding and discussion around the concepts and information contained in the training programme.



Meeting with members of VMLF Anosy (26th May)

EISA also collaborated with the Forum for African Women Educationalists (FAWE) to design a training tool for local women with low levels of formal literacy. The tool is based on EISA's capacity building programme. To ensure that the training tool was responsive to local women EISA and FAWE designed a toolkit composed of a pagivolte, a pictorial illustration of a particular topic, with a manual for the facilitators explaining how to use the pagivolte. This has proved to be an extremely effective method to engage women at this level.

University students gender sensitisation programme supported

A concerted effort to engage with university students was undertaken. Consultative meetings were held with the Dean of the Faculty of Law, Economics and Sociology at the University of Antananarivo. EISA and the University have agreed that EISA will conduct capacity building workshops for students from this faculty using EISA's capacity building programme for women in decision-making processes as the basis. Students will be provided with skills and knowledge and will in turn share their knowledge with their peers. The main achievement has been the inclusion of EISA's programme in the students extra-curriculum academic course, which will ensure the sustainability of this programme. A similar programme will be rolled out in 2012 with four public universities. These are the Universities of Tamatave, Fianarantsoa, Tulear and Diego.

CSO's engagement in civic and voter education strengthened

Working closely with three local civil society organisations, namely Acces Zon'olombelona, Andrimaso FFKM and Komity Mpanaramaso ny Fifidianana Comité National d'Observation des Elections (KMF/CNOE), EISA and our partners developed a civic and voter education manual. Using the cascade approach EISA and our partners trained 44 participants in a train the trainer course on how to use the manual as well as facilitation skills. These facilitators conducted workshops in six regions, including Bongolava, Melaky, Analanjorofo, Farafangana and Diana. Participants were extremely responsive and highlighted that they had not previously been exposed to the material contained in this course. An added benefit was the experience and exposure that the 44 facilitators gained by conducting workshops and the opportunity to practice their skills.



Workshop for local women of the region Analanjorofo (Oct. 2011)

National Electoral Commission study tour facilitated

Although elections were delayed in Madagascar during 2011, EISA used the opportunity provided by the local government elections in South Africa to organise a study tour for members of the National Electoral Commission (CENI), political parties and CSOs to South Africa to gain first hand exposure to see how Party Liaison Committees work as well as the EISA/IEC Conflict Management Panel structures function in practice. The study tour, which took place from 13 to 20 May, included three officials of the CENI, including the president of the CENI, two political party representatives and three CSO representatives. The delegation also observed polling day in the Gauteng province and held meetings with South African political parties, the South African Civil Society Election Coalition, the Municipal Demarcation Board and the IEC. The Malagasy delegation also established networks with the EMBs of Burundi, Zimbabwe and Mexico which were also in South Africa at the time.

Upon returning to Madagascar, EISA Madagascar convened a half day debriefing workshop which brought together the study tour participants, additional representatives from the participants' institutions, UN agencies, international NGOs, embassies and the media. The participants shared their experiences and reflected on the challenges facing the electoral process in Madagascar.

PREVIEW OF PLANS 2012

- Support to Action Plans for the 30-50% Campaign of six selected regions
- Convene a VMLF networking conference
- Redesign the VMLF website and ensure continued updating and maintenance of this site
- Build the capacity of women to participate in decision-making at the community level in three regions
- Roll out and support to students at five national universities
- Support to political parties including workshops to set benchmarks for best practice for political parties
- Support to CENIT
- Support to civil society to conduct civic and voter education workshops.



Workshop for local women of the region Analanjirofo (Oct. 2011)

mozambique



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field office report: mozambique

OVERVIEW:

In 2011, the EISA Mozambique Office provided support to the electoral reform process in Mozambique and supported the development of the institutional capacity of political parties. The EISA Mozambique programme is part of the EISA Africa Democracy Strengthening programme funded by DFID and Sida and the EISA Strengthening Electoral Democratic Processes programme funded by Danida and SDC.

EISA contributed to the electoral reform efforts which was led by the Mozambican Parliament and aimed at revising the current electoral legislation in Mozambique arising from the shortcomings identified during the 2009 electoral process.

EISA worked with three Mozambican parliamentary parties, namely Frelimo, Renamo and the Movimento Democrático de Moçambique (MDM), where EISA provided institutional capacity building assistance through training and technical assistance.

The Mozambique Office also contributed to general EISA activities including the APRM programme and the process of developing continental benchmarks for democratic political parties, as well as participating in EISA's continental observer missions.

ACHIEVEMENTS:

Electoral Reform:

EISA has actively supported the electoral reform process by facilitating space for consensus-building among the parliamentary parties and providing extensive and tailor-made technical input on issues where parties disagree fundamentally.

In collaboration with the Netherlands Institute for Multiparty Democracy (NIMD), EISA supported and facilitated two retreats for the parliamentary committee in charge of electoral reform, where bottlenecks in the electoral reform process were intensely discussed with input from EISA experts. This was the first opportunity that EISA had to have an interactive discussion with the Parliamentary Committee to explain in detail some of the proposals EISA had submitted in September 2010 during a public audience in Parliament.

The first retreat was held on 22 and 23 June 2011 and dealt primarily with topics such as the composition and selection process of the Electoral Commission and the creation of local-level electoral tribunals. Three presentations were made to the committee members, namely, an introduction to electoral systems, a systematic explanation of election management models and a detailed proposal for the introduction of local level electoral tribunals. All presentations were discussed at length by the committee members, who used the workshop format to elicit clarifications from the presenters on design and implementation issues, both for the EMB and the electoral tribunals.

The second retreat took place from 24 to 25 November 2011. The topics discussed during the workshop focused on detailed options for the composition and appointment of members of the National Electoral Commission, the role of the Technical Secretariat for Election Administration and its relationship with the National Electoral Commission and voter registration. EISA experts made presentations on each topic followed by intensive discussions among committee members.

From 11 to 15 April, EISA and NIMD co-sponsored a study visit by three members of the Parliamentary Committee in charge of electoral reform, as well as representatives of the three parties in the Mozambican parliament, to Ghana and Mali in order for them to learn from the widely-praised Ghanaian experience with election management and from the on-going Malian electoral reform process.

In Ghana, the delegation met with the Electoral Commission, who made a detailed presentation on the powers, structure, composition, selection process and independence of the body. The Commission also spoke at length of important aspects of election management in Ghana, such as the importance of transparency of decisions, access by all stakeholders to all relevant information, dialogue between the EMB and political parties and technical issues related to voter registration and voters' roll management.

In Mali, the Mozambican delegation had a very informative meeting with the Commission for Institutional Reform (CARI), which is in charge of reforming the election management framework in Mali. The delegation and CARI discussed in detail the planned changes to the Malian election management structure and the different models studied by CARI in Ghana and Canada, amongst others.

Throughout its support for electoral reform, EISA has motivated for measures that promote greater gender equality through proposals such as:

- The new electoral legislation should promote gender balance and parity in all aspects of the electoral process in Mozambique, in line with the 2008 SADC Protocol on Gender and Development, of which Mozambique is a signatory. More specifically:
 - All parties should be compelled to submit candidates lists for parliament and both provincial and municipal assemblies that include at least 50 percent of women and the lists should be structured in such a way as to ensure that women candidates are in electable positions
 - At least 40 percent of mayoral candidates put forward by each party should be women
 - At least 40 percent of the members of the National Elections Commission and of their sub-national representatives should be women

Political Party Support:

During 2011, EISA provided support to the three Mozambican political parties with seats in parliament, namely FRELIMO, RENAMO and MDM. EISA's support, which is provided primarily through training and technical assistance, aimed at strengthening the parties' internal capacities and their internal democracy. In its political party support programme, EISA motivates the political parties to promote greater gender equality in their capacity-building activities. Around 40% of participants in training supported by EISA are women. Additionally, the political party benchmarks developed by EISA in 2010 with input from dozens of political parties throughout Africa, were translated into Portuguese and are ready to be disseminated in Mozambique.

EISA funded the training of around 600 party officials and activists of FRELIMO on matters such as internal party rules and regulations, party programme and policies, electoral processes and information and communications technologies. EISA also supported the training of trainers for party election monitors for the three November 2011 municipal by-elections. In addition, EISA also supported the conclusion of the upgrade and update of the party membership database.

In its support to RENAMO, EISA funded the revitalisation of the party's district and province-level structures through leadership and policy workshops. Topics addressed in those workshops ranged from the party programme and policies, recruitment and registration strategies, the roles of the Women's and Youth leagues and information on the upcoming electoral processes. More than 440 Renamo officials and activists were involved in these workshops that took place in every province of the country.

EISA funded MDM's capacity to expand at the local level with the training of 200 party district-level activists.

Other Activities:

- A manual on how civil society organisations in Africa can organise and conduct sample-based observation of elections, including parallel vote tabulation, was produced. This is a user-friendly tool, with a step-by-step approach, based on concrete, hands-on experiences by CSOs in several African countries, including EISA's own experience.
- EISA continued to strengthen its partnership with the Mozambican Electoral Observatory and provide leadership in civil society efforts to increase electoral credibility and transparency. During the three municipal by-elections of December 7, in the cities of Quelimane, Cuamba and Pemba, EISA conducted three successful full parallel vote counts with results fully processed within eight hours of the closing of the polls. The presence of domestic observers in all polling stations and the PVT conducted by EISA were instrumental in guaranteeing the transparency of the voting, counting and tallying process.
- In December 2011, the EISA Mozambique Office supported the Johannesburg-based APRM programme through a workshop in Maputo to present to Mozambican stakeholders the national self-assessment report and national plan of action and re-launch the APRM process in the country.
- The EISA Mozambique Office provided support to EISA EOMs in Zambia, Liberia and Egypt.

PREVIEW OF PLANS FOR 2012:

- Electoral Reform:
 - Conduct technical workshops on key electoral reform issues to provide the parliamentary committee with additional analysis and information
 - Participate actively in the discussion of the draft Bill
- Political Party Support:
 - Continue to implement the party work plans
 - Disseminate the political party benchmarks
- APRM
 - Initiate the monitoring of the implementation of the national plan of action in the area of political governance

zimbabwe



GEORGINA CHIKOKO
COUNTRY REPRESENTATIVE



GAMUCHIRAI MATSHEZA
*FINANCE AND ADMINISTRATION
OFFICER*



MARIA MATOGO
HOUSE KEEPER

field office report: zimbabwe

OVERVIEW:

EISA opened an office in Zimbabwe in July 2011. The opening of the office forms part of the broader EISA regional programme as well as having a specific focus on promoting democracy through supporting the referendum and electoral processes. EISA and the Zimbabwe Electoral Commission (ZEC) entered into a Memorandum of Understanding (MOU) in September 2011 where, under this cooperation, EISA provides technical support to ZEC in a number of areas including electoral assistance, contributing to building stakeholders' trust and participating in the electoral process within an enabling electoral environment. The important aspect of this initiative is that it introduces a multi-stakeholder approach to the electoral process and, in this way, contributes to a credible and transparent electoral process. This is aimed at providing stability to the highly competitive and, at times, violent elections over the past decade.

During this review period, the support provided by EISA to ZEC has seen the relationship with electoral stakeholders, including the media, political parties and CSOs, strengthened and a recognition by stakeholders of ZEC's efforts to reach out to all stakeholders.

EISA's regional programme, "Strengthening Electoral and Democratic Processes (SEDP) in the SADC region" provided an opportunity for a two-person study tour to South Africa to observe the May 2011 South African local government elections.

The EISA/ZEC partnership was supported by the French Embassy, the Royal Norwegian Embassy and Sida during 2011. EISA's regional programme is supported by the DANIDA, Sida and SDC.

ACHIEVEMENTS:

Opportunities for learning from regional experiences provided

EISA used the opportunity provided by the South African 2011 local government elections to organise a study tour for two members of the Zimbabwe Electoral Commission. The study mission met with the South African Independent Electoral Commission (IEC), political parties and other key stakeholders gaining firsthand experience of how South Africa's Multi-Party Liaison Committees function as well as the Conflict Management Panels, a joint partnership with EISA and the IEC, in place to manage election related conflicts. In addition, mission members observed polling day, including the count and announcement of results and met with other regional delegations observing the elections.

A platform for engagement with political parties established

Recognising the need for inclusivity in engaging political parties in preparation for the referendum and elections, ZEC reached out to 23 political parties during this review period inviting them to a consultative workshop. The workshop provided a platform for constructive engagement between ZEC and political parties on the electoral process. The political parties were also able to meet and to engage each other on topics of common interest. The importance of this event was the inclusion of smaller parties who appreciated the recognition that they too have a role to play in the constitutional and electoral process. ZEC used this opportunity to share information about their mandate, role and function as an election body as well as provide factual information on the electoral process.

An important outcome of this consultative workshop was the review by participants of the existing code of conduct for political parties contained in the current electoral law. Parties made recommendations, including consideration for the introduction of punitive measures for failure to adhere to the code to be included in the proposed amended Electoral Law. Participants expressed the view that this will go a long way in contributing to the deterrence of electoral malpractices that have characterised the Zimbabwean electoral scene for the past decade. Following this workshop, regular meetings have been scheduled to continue the dialogue and to keep the space open for information sharing and tabling issues of common concern. This consultative forum has laid the ground for ongoing consultations between ZEC and political parties in the run up to the referendum and elections where multi-party liaison committees will be re-established once the election date is set.

Civil society forums facilitated

Recognising the role that CSOs play in accessing members of the public and providing the public with electoral related information, ZEC convened two inclusive stakeholder conferences in its efforts to reach out to this important stakeholder. To ensure an open invitation and the inclusion of a diverse sector of the population, ZEC advertised the events in local newspapers and held consultative forums in Bulawayo and Harare. Both conferences sparked a great deal of interest with over 100 participants from civil society and faith-based organisations attending as well as representatives from political parties, government institutions and other interest groups. At these conferences participants discussed the curriculum that a voter education programme should contain and a strategy for reaching out to voters. As voter education is a vehicle to provide updated and accurate information to prospective voters, being able to bring stakeholders together to agree on developing a common approach and methodology in providing members of the public with accurate and timely voter education and information was a major achievement.

Voter education programme designed

The joint development of the voter education material led to the formation of a technical committee made up of non-governmental organisations, political parties and faith-based organisations identified from amongst the participants of the consultative forums. This committee was charged with putting together a voter education manual based on the input from the forums. The technical team met over a five day period in November to prepare the draft manual. The committee went further and included designing and developing billboards,

pamphlets and posters as well as identifying other avenues to ensure that voters for the forthcoming referendum and election will be well informed and familiar with the processes. In 2012, facilitators from civil society organisations and other stakeholders will be trained in the content and methodology of the manual and will, in turn, train their own constituencies. The all inclusive drafting of a common voter education manual has promoted a sense of ownership among stakeholders and an appreciation of ZEC's efforts to ensure stakeholder inclusivity.

PREVIEW FOR 2012:

A number of activities will be implemented in 2012 and these include:

- Convene media consultative workshops
- Roundtable for ZEC, Joint Monitoring and Implementation Committee (JOMIC), Organ on National Healing, Reconciliation and Integration (ONHRI), Zimbabwe Human Rights Commission (ZHRC) and Zimbabwe Republic Police (ZRP)
- Editing, translating, piloting and printing the voter education manual
- Production, dissemination and translation of voter registration pamphlets
- Production, dissemination and translation of voter registration posters
- Training CSOs in the use of the voter education manual
- Ongoing briefings and training workshops with political parties
- Establishment of multi-party liaison committee structures
- Training party agents in election poll watching
- Briefing members of parliament on the electoral process
- Voter registration conference and study tours



Political parties consultation workshop held at the Kadoma Conference Center in Kadoma in December 2011.

operations



MS ILONA TIP
OPERATIONS DIRECTOR



JUNIOR MUKE
*PROJECTS COORDINATOR FIELD
OFFICE SUPPORT*



ZAHIRA SEEDAT
*SENIOR ASSISTANT-DIRECTOR AND
PROGRAMME OFFICER FIELD OFFICE SUPPORT*

library and publications



JACKIE KALLEY
*SNR LIBRARIAN AND
PUBLICATIONS OFFICER*



BETH STRACHAN
LIBRARIAN



MIKE MOLEFE
LIBRARY AND PUBLICATIONS CLERK

information, communication and technology



ALKA LARKAN
*SENIOR PROGRAMME
OFFICER*



DEANE STUART
RESEARCHER



IRENE MABOEA
SUPPORT TECHNICIAN

report

The Operations Department provides support to the Institution and is also responsible for the Library and Publications and Information Communication and Technology (ICT) units.

During 2011 EISA published one edition of the Journal of African Elections, (the only accredited African elections journal), the EISA Election Observation Mission report to the Central African Republic Presidential and Parliamentary elections held in January and March 2011, and the “Benchmarks for Enhanced Political Party Performance for Democratic Governance in Africa. These publications are available on the EISA website (www.eisa.org.za). EISA also distributed over 300 copies of these publications to a broad range of readers including libraries, academia, Electoral Management Bodies, government institutions, political parties, civil society organisations and the donor community.

EISA’s library continues to expand its collection of journals, articles and books on elections, democracy and governance issues. Over 234 publications by EISA are available to the public.

In regard to ICT, this unit provides support to EISA head office and field offices ensuring that all our technology is up to date. The unit also assisted the Elections and Political Processes Department in developing appropriate forms, reporting procedures, collecting and collating data for the observation tablets.

The Operations Department revised and updated the EISA Human Resources Policies and began developing an institutional monitoring and evaluation system.





finance and administration

- Financial Statements
- Staff Members
- Eisa Donors

finance and administration



ERALDA VAHIDI
FINANCE MANAGER



MARIA HOOPER
OFFICE MANAGER



DIPTI BAVA
*SENIOR ASSISTANT
ACCOUNTANT*



NAROMBA KABA
ASSISTANT ACCOUNTANT



USHA KALA
SENIOR BOOKKEEPER



PONTSHO MOTAUNG
BOOKKEEPER



IVY PILLAY
RECEPTIONIST



PETER MAJE
DRIVER



MATHEMBI MEHLOMEKHULU
HOUSEKEEPER

financial statements

EISA

(ASSOCIATION INCORPORATED UNDER SECTION 21)

REGISTRATION NO. 1996/008257/08

STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2011

	Notes	2011 R	2010 R
ASSETS		38,311,228	32,830,336
Non - current assets		10 560 503	10 913 840
Property and equipment	3	10 560 503	10 913 840
Current assets		27 750 725	21 916 496
Trade and other receivables	4	1 136 588	597 917
Accrued income - grants	5	345 850	4 625 184
Cash and cash equivalents	6	26 268 287	16 693 395
TOTAL ASSETS		38 311 228	32 830 336
RESERVES AND LIABILITIES		38 311 228	32 830 336
Accumulated fund		15 849 610	15 836 100
Operating fund		8 291 212	8 277 702
Retrenchment fund		1 616 989	1 616 989
Revaluation reserve fund		5 000 000	5 000 000
Sustainability reserve fund		941 409	941 409
Current liabilities		22 461 618	16 994 236
Trade and other payables	7	918 923	682 107
Deferred income - grants	8	18 401 071	14 266 036
Deferred income - other	8	129 304	129 304
Provision for leave pay	9	628 038	565 768
Provision - general		1 015 348	681 011
Amounts refundable	10	1 368 934	670 010
TOTAL RESERVES AND LIABILITIES		38 311 228	32 830 336

EISA

(ASSOCIATION INCORPORATED UNDER SECTION 21)

REGISTRATION NO. 1996/008257/08

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2011

	Notes	2011 R	2010 R
Income		75 706 440	78 539 254
Gross profit on services		1 831 467	3 818 916
Consulting income		684 490	1 047 599
Earned income		2 769 324	8 667 953
Less: Direct expenses		(1 622 347)	(5 896 636)
Grants	11	70 985 858	73 686 621
Foreign exchange gains		2 040 562	-
Interest received	12	256 304	672 117
Assets recouped from projects		226 434	-
Profit on sale of an asset		494	12 363
Rent received		235 382	215 523
Sundry income		129 939	133 714
Expenditure		75 692 930	74 541 471
Operating expenses		2 343 754	3 026 645
Foreign exchange loss		-	945 540
Salaries and contributions	13.3	5 229 849	5 027 182
Interest paid	12	43	86 418
Leave pay provision		62 270	(204 166)
Project expenses not Recoverable		481 804	60 115
Project expenses		67 052 590	65 599 737
(DEFICIT)/SURPLUS FOR THE YEAR		13 510	3 997 783

staff members

EISA - JOHANNESBURG

- **Alka Larkan**
Senior Programme Officer, ICT
- **Astrid Evrensel**
Senior Programme Officer, EPP
- **Beth Strachan**
Librarian
- **Catherine Musuva**
Programmes Manager
- **Cecile Bassomo**
Assistant Programme Officer EPP
- **Deane Stuart**
Researcher, ICT
- **Denis Kadima**
Executive Director
- **Dieudonné Tshiyoyo**
Manager, Elections & Political Processes
- **Dipti Bava**
Senior Assistant Accountant
- **Ebrahim Fakir**
Manager, Governance, Institutions and Processes
- **Eralda Vahidi**
Finance Manager
- **Funanani Nemaheni**
Intern
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Senior Programme Officer, GIP
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Snr Librarian and Publications Officer
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- **Zahira Seedat**
Senior Assistant & FOS Programme Officer

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Country Director
- **Baidessou Soukolgue**
Programme Officer
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Programme Officer Elections
- **Angele Mayanager Mobeti**
Programme Assistant
- **El Hadj Souleiman Ndinga**
Driver / Junior Administration Assistant

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Finance Officer
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Programme Officer
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Programme Officer
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Programme Officer
- **Antoinette Mbumba**
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Programme Assistant
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Programme Assistant
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Finance Assistant
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Programme Officer
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EISA - MOZAMBIQUE

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Country Director
- **Anissa Izzidine**
Finance and Administration Assistant
- **Dito Canazache**
Housekeeper

EISA - ZIMBABWE

- **Georgina Chikoko**
Country Representative
- **Gamuchirai Matsheza**
Finance and Administration Officer
- **Maria Matogo**
House Keeper

EISA Donors

- British High Commission
- Charles Stewart Mott Foundation (MOTT)
- Danish Ministry of Foreign Affairs (DMFA)
- Department for International Development (DFID)
- Embassy of France
- European Union (EU)
- National Democratic Institute (NDI)
- Norwegian Ministry of Foreign Affairs (NMFA)
- Swedish International Development Co-operation Agency (Sida)
- Swiss Agency for Development and Cooperation (SDC)
- The Embassy of Finland
- The Royal Danish Embassy (DANIDA)

6th EISA ANNUAL SYMPOSIUM

PRESSING BUTTONS FOR POLITICAL CHANGE: TECHNOLOGY FOR EFFICIENT ELECTIONS AND DEMOCRACY DEEPENING AND BROADENING

Crowne Plaza Hotel, Nairobi Kenya, 23rd and 24th November 2011

DAY 1



Mrs Joyce Kazambe of the Zimbabwe Electoral Commission making a contribution during the session



L-R: Mr Leshele Thohlane, Chair of EISA Board, Mr Denis Kadima, EISA Executive Director, The keynote speaker, His Excellency, Honourable Cassam Utem, former President of Mauritius, and His Excellency, Mr Stephen Kalonzo, Musyoka, Vice President of the Republic of Kenya



Miss Heidi-Jane Esacov, Researcher Afro-Middle East Centre, making a presentation



Exhibition of election related technology



His Excellency, Mr Stephen Kalonzo, Musyoka, Vice President of the Republic of Kenya



The keynote speaker, His Excellency, Honourable Cassam Utem, former President of Mauritius and Miss Ilona Tip, EISA Operations Director



His Excellency, Honourable Cassam Utem, former President of Mauritius, presenting the keynote address



Participants registration



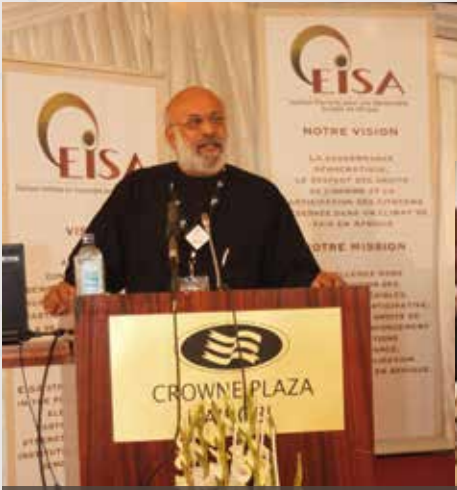
Grant Masterson presenting a summary of day 1 proceedings



The Special Guest of Honour, His Excellency, Kalonzo Musyoka, Vice President of Kenya



Mr. Leshele Thoahlane, Chair of EISA Board making a contribution at one of the sessions



Dr. Firoze Manji of Pambazuka News presenting a paper



Cross section of participants



Prof Tom Lodge, Member of EISA Board, presenting a paper



Mr. Aboobakar of and member of EISA Board with Ilona Tip



Group Photo



Guest of Honour, His Excellency, Kalonzo Musyoka, Vice President of Kenya arriving in company of His Excellency, Honourable Cassam Uteem



Mr. Ebrahim Fakir, Manager, Governance and Political Processes, Chair of the second panel on the first day of the symposium



Mr. Edetaen Ojo, Executive Director of Media Rights Agenda presenting a paper



Mr Leshele Thohlane, Chair of EISA Board making his welcome remarks



Phillip Thigo of Social Development Network (SODNET) making a presentation



Second panel on the first day of the symposium, chaired by Mr Ebrahim Fakir. L-R: Mr. Edetaen Ojo, Ms. Ilona Tip, Miss Heidi Jane Esacov and Mr. Ebrahim Fakir.



Mr Denis Kadima, EISA Executive Director



Some voter registration equipments on exhibition

DAY 2



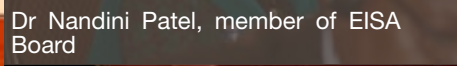
Rev. Bongani Finca, Commissioner, Independent Electoral Commission, South Africa, presenting a paper



Second Panel for Day 2. Chaired by Prof. Attahiru Jega, Chairman of the Independent National Electoral Commission (INEC) Nigeria.



Dr. Christina Thorpe, Chairperson of the National Electoral Commission of Sierra Leone and Member of EISA Board Chairing the first session on day 2



Dr Nandini Patel, member of EISA Board



Mr. Ahmed Isaack Hassan, Chairman of the Independent Electoral and Boundaries Commission (IEBC), Kenya presenting a paper



Miss Alka Lakan, Senior Programme Officer, ICT, EISA presenting a paper



A cross-section of participants on Day 2



Participants at the exhibition stand



Mr. David Mathieson Making a Presentation of Electoral Reform International Services making the first presentation on the 2nd day of the symposium



????



Prof. Attahiru Jega of INEC, Nigeria and Rev. Bongani Finca of the Independent Electoral Commission (IEC), South Africa



3rd Panel on the second day of the symposium chaired by Dr. Nandini Patel of the Catholic University of Malawi and Member of EISA Board.



Third panel on day 2 of the symposium, Chaired by Dr. Joyce Kazembe of the Zimbabwe Electoral Commission.



Chairs of Election Management Bodies present at the symposium. L-R: Mauritius, Nigeria, Sierra Leone, Ethiopia, Kenya, Zimbabwe and....



Mr. Antonio Archetti, IT consultant presenting a paper



Mr. Humbert Akumiah, Director of Information Technology, Election Commission, Ghana, presenting a paper



Delegates from Election Management Bodies at the symposium



Mr. Miguel de Brito, Director, EISA Mozambique, presenting a paper



1st panel on the second day of the symposium, chaired by Dr. Christina Thorpe, Chairperson of the National Electoral Commission, Sierra Leone and member of EISA Board. L-R: Mr David Mathieson, Dr. Thorpe and Dr. Dunia Ramazani



Mr. Juma Haji of the Zanzibar Electoral Commission presenting a paper



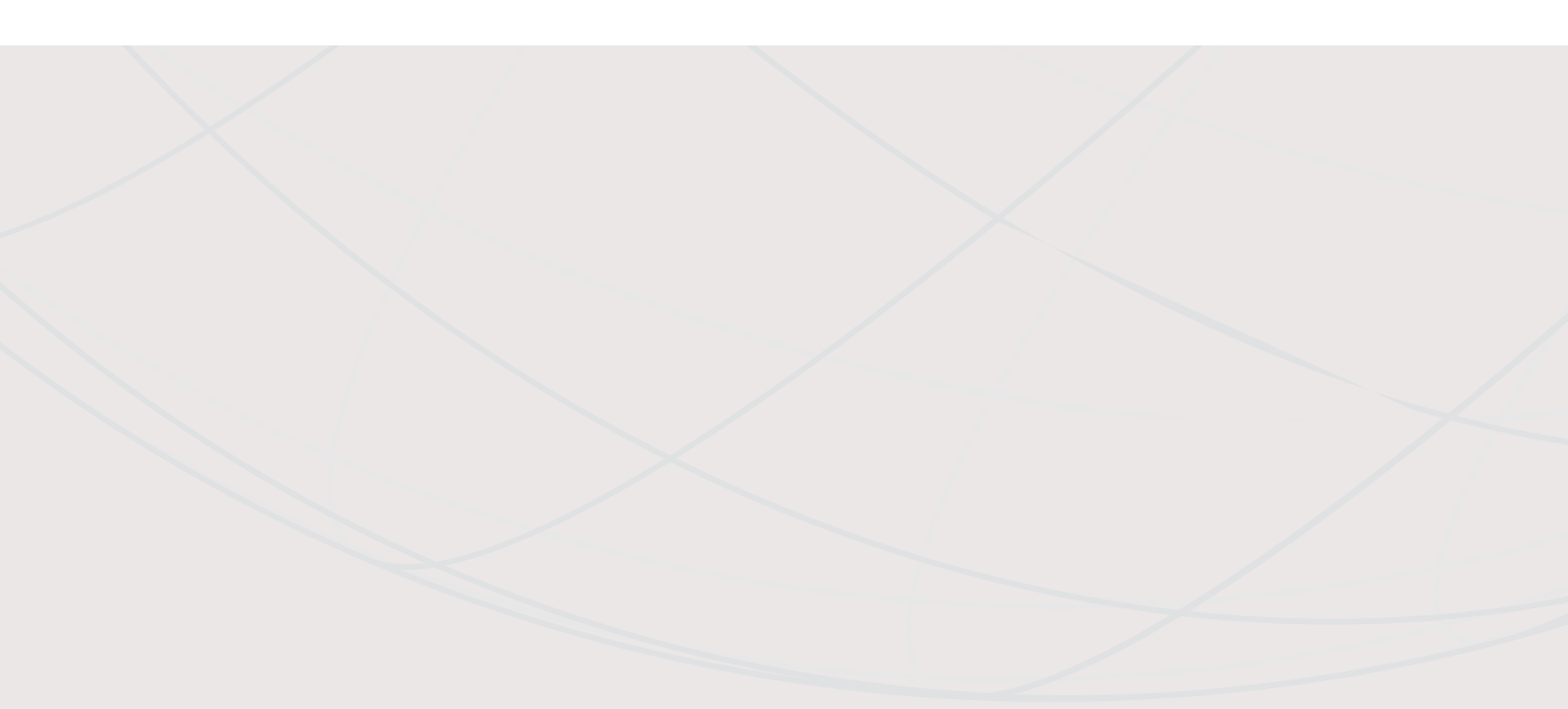
..... making his remarks at the closing ceremony.



Dr. Dunia Ramazani, Information and technology expert, presenting the second paper on Day 2



Mr. Vincent Tohbi, EISA Programmes Director giving the Vote of Thanks at the closing ceremony for the 2011 symposium.



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