

Annual Report  
**2012**



Electoral Institute for Sustainable Democracy in Africa



Annual Report  
**2012**



# 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.

## CONTACT INFORMATION

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# Table of contents

Board of Directors	2
Chairperson's message	3
Executive Director's message	6
<b>PROGRAMMES</b>	<b>11</b>
Governance Institutions and Processes	13
Political Parties Support	14
African Peer Review Mechanism	18
Elections and Political Processes	22
<b>FIELD OFFICES</b>	<b>31</b>
Chad	32
Kenya	40
Madagascar	50
Mozambique	48
Zimbabwe	64
<b>OPERATIONS</b>	<b>71</b>
Library and publications	72
Information, communication and technology	72
<b>FINANCE AND ADMINISTRATION</b>	<b>73</b>
Financial statements	75
Staff members	77
EISA donors	78

# 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

It has been my privilege to serve as the Chairperson of the EISA Board of Directors for another year. The Institute, with the support of my fellow board members, the EISA executive director, and his very able staff, continued in 2012 to extend its outreach, strengthen its current partnerships and identify new partners and areas of engagement.

The period under review was not devoid of challenges in those countries where EISA has offices and where the Institute implements its programmes. This included the coup d'état in Guinea Bissau in April 2012 just before the run-off presidential elections; the Malian coup d'état in March 2012, barely two months before presidential elections; the volatile security environment in parts of Northern Mozambique as the country prepared for the 2013 local elections to be followed by the 2014 national and provincial elections; the heightened political climate in Kenya in the run up to the 2013 general elections, coupled with terrorist activities in Garissa and Mombasa.

At the same time many positive developments took place, *inter alia*, a peaceful electoral process in Senegal which saw the election of a new president at the runoff, and a change of government in Lesotho following successful legislative elections. EISA also deployed highly visible and effective election observation missions to Egypt and Lesotho, which were led by His Excellencies, former President Cassam Uteem of Mauritius and former President Rupiah Banda of Zambia respectively. The Institute continued to provide expert support to the African Union's Democracy and Electoral Assistance Union, the East African Union and the Southern African Development Economic Community. Partnerships were maintained with other organisations such as ACE Electoral Knowledge Network with whom the extension of the current Memorandum of Understanding was signed, and the ongoing engagement with the Zimbabwe Electoral Commission.

EISA has also continued significantly to impact on the governance, electoral reforms and processes in the targeted countries within the EISA Africa Democracy Strengthening (ADS II) project. In Chad, where the Institute is to date the sole international organisation providing capacity building support to the Chadian National Assembly, the end of the electoral cycle presented an opportunity for EISA to engage key electoral stakeholders in taking stock of the electoral process in a bid to improve future electoral processes in this fragile state.

In Kenya, EISA maintained its input into the country's electoral reform agenda by contributing to various pieces of electoral legislations, key amongst them being the Campaign and Finance Bill and the Election Regulations. In addition, the creation of the Independent Electoral and Boundaries Commission (IEBC) in 2011, the permanent successor of the Interim Independent Electoral Commission (IIEC) presented an opportunity for EISA to continue in its contribution to the effective management of electoral processes in Kenya. Indeed, these endeavours

and others reported previously will have a bearing on the democratic conduct of elections in Kenya under the new constitutional dispensation, following the gruesome post electoral violence in 2008.

In Mozambique, as in Chad and Kenya, EISA continued to work with various stakeholders by building their capacity to play a constructive role in electoral management assistance, observation and reform. In Mozambique, electoral reform proposals made by EISA, and considered by the Parliamentary Committee, such as merging the five existing different laws into one law, will go a long way in improving the management of future electoral processes. These reforms address what observer reports and the Mozambican Constitutional Council noted during the 2009 general elections as a major obstacle to well-managed electoral processes in Mozambique.

EISA has also continued to enhance its own internal institutional strength in terms of systems and staff, and has continued to profile and position itself in the sector, through such efforts to deepen its expertise on electoral assistance and observation.

With the much appreciated support of our donors, EISA has once again demonstrated its commitment to its vision and mission. The entering into force of the African Charter on Democracy, Elections and Governance on 15 February 2012 provides an invaluable opportunity for the continuation of efforts to consolidate democracy in Africa.

As the report reflects, EISA staff yet again proved their commitment and dedication to an African continent where democratic governance, human rights and citizen participation are upheld in a peaceful environment.

The gains made by EISA over the past year will have to be sustained over the long term in order to be effective as democracy building in Africa remains a fragile process that requires continuous response to emerging dynamics, whether economic, social or political. EISA is up to the challenge!

**AL Thoahlane**

EISA Board Chairperson

*December 2012*



# Directorate



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**DENIS KADIMA**  
*EXECUTIVE DIRECTOR*



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**MS ILONA TIP**  
*OPERATIONS DIRECTOR*



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



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**CATHERINE MUSUVA**  
*PROGRAMMES MANAGER*

# Executive director's message

EISA commenced the year with an all-staff annual retreat reviewing the Institute's Strategic Framework, fine-tuning the institutional goals, outputs and work plans to enable EISA effectively to respond to new challenges. Year 2012 also saw a shift in EISA's engagement with the African Union Commission enabling the Institute to provide technical assistance to all thirteen African Union Election Observation Missions deployed throughout the continent. EISA has also deepened its support to sub-regional bodies such as the East African Community (EAC) and the Southern African Development Community (SADC). The expertise and language versatility of EISA staff have enabled the Organisation to offer a highly professional service to our partners, especially in the area of field technical support.

During this review period EISA's largest programme, the Africa Democracy Strengthening (ADS II), went through a successful annual review. In addition, the Institute's technical support to the Zimbabwe Electoral Commission (ZEC) has been acknowledged on several occasions by ZEC itself. EISA also deployed an election observation mission to the Shura Council elections in Egypt. This was particularly significant as these were the first post revolution elections where Egyptians were able to express their choice through the ballot.

While EISA has managed to secure donor funding for programme implementation, financial sustainability remained central to the EISA Board of Directors. According to a Board's decision, staff members at the Head Office who had become redundant over time were regrettably retrenched.

Throughout the year EISA continued to support political parties through its Political Party Strengthening programme, as well as engage with the African Peer Review Mechanism (APRM) process. Year 2012 was a significant milestone in the expansion of this programme with support secured for a further three years.

EISA's website continued to receive great interest receiving 187221 unique visitors and 4,274,359 hits. Two issues of EISA's accredited Journal of Elections were published and distributed. EISA's library is a valuable resource to the public and contains a comprehensive selection of documents, publications, article and information on election, democracy and governance topics in Africa and beyond.

Overall the Institute was able to continue its support and engagement with its partners within a challenging economic environment and exceedingly met its annual objectives.

## SUPPORT TO ELECTORAL PROCESSES

EISA's support to electoral processes is conducted within the electoral cycle framework at continental, sub-regional and national levels, working with a broad range of stakeholders on electoral assistance, observation and reforms.

### Continental and sub-regional level support

Election observation, as a means of contributing to strengthening the electoral process, is clearly important on the agenda of regional and sub-regional bodies as evidenced over the past year. In recognition of the value of EISA's technical support, the AU has invited EISA to participate and provide technical support in all its election observation missions on the continent. EISA provided support to all 13 AU missions deployed in 2012 to a variety of countries, including Guinea-Bissau, The Gambia, Senegal, Lesotho, Algeria, Libya and Congo-Brazzaville. EISA also facilitated an election observation workshop, the first of its kind, for African Union Commission (AUC) staff. The workshop looked at the establishment of standards and procedures for the organisation of AU Election Observation Missions. The outcome of this workshop was the development of an AU EOM Management Manual.

Similarly, pursuant to the signing of a Memorandum of Understanding (MoU) between EISA and the East African Community, EISA facilitated a workshop to promote peer-learning amongst East African EMBs. EMBs welcomed the opportunity to share election management experiences and harness best practices. This is also evidenced in the efforts made by SADC which contracted EISA to train and brief all election observers prior to any mission's deployment, as well as engaging EISA to support the work being done by the SADC Election Advisory Council (SEAC) since its inception.

### EISA continental election observation missions

During this review period EISA successfully deployed its own election observation missions (EOMs) to the presidential and parliamentary elections in Egypt, the parliamentary elections in Lesotho and the general elections in Ghana. EISA was fortunate to have its missions led by former Mauritian President Cassim Uteem, former Zambian President Rupiah Banda, and Mr Ahmed Issack Hassan, Chairperson of the Independent Electoral and Boundaries Commission of Kenya, respectively. In Egypt, EISA's recommendations were well received by the Egyptians and some of these recommendations were immediately implemented. EISA continued to pioneer its ODK computer tablets which allowed our observers to collect and transmit data in real time. Aside from its continental missions, EISA deployed technical missions to the two phases of the historical presidential and parliamentary elections

in Senegal. EISA EOMs continue to provide a platform for peer-learning and for mission members to share best election practices. EISA also organised a series of training sessions for 300 election observers in Chad, Kenya, Madagascar, Mozambique and South Africa, to strengthen the pool of EISA election observers drawn from EMBs, CSOs and political parties.

## Country level support

At country level EISA supported CSOs in election observation and civic education, EMBs in their delivery of credible elections and women to participate in electoral processes and political parties in enhancing their capacity to watch polls.

In the field of election observation EISA expanded its support in Mozambique to include parallel vote tabulation, by assisting the Electoral Observatory, (a coalition of citizen observation organisations) in conducting a full parallel count in the municipal by-election in Inhambane, covering all 54 polling stations. EISA's support to citizen observation in Chad built capacity to recruit, train and deploy citizen observers. Similarly, in Madagascar, EISA partnered with civil society organisations in providing training in internal best election practices and supporting citizen observation planning and co-ordination.

In Kenya and Chad EISA developed Electoral Handbooks providing user friendly information on the legal framework, the electoral law and electoral system in the respective countries. In both countries the Handbooks received overwhelming interest and were used by the respective EMB, political parties, observers, both international and local and CSOs.

The EISA election conflict management model continued to provide an effective resource to electoral authorities in managing and responding to election related conflict throughout the country. In Chad 96 mediators were trained and deployed. The groundwork was laid for the establishment of conflict management panels in both Kenya and Madagascar. In Zimbabwe, EISA's support of ZEC, in co-ordination with other institutions responsible for managing conflict, suited the local context. EISA organised two major events in Zimbabwe, one internal to the Electoral Commission and the other involving relevant statutory and non-statutory actors at a roundtable to agree on a common strategy.

EISA has supported and encouraged citizen participation in civic and voter education. In Chad and Madagascar, EISA collaborated with civil society in the development of appropriate training material as well as developing training skills to enable CSOs to conduct training for their constituencies. In Zimbabwe, with EISA's support, the Zimbabwe Electoral Commission reached out to civil society. This saw ZEC, non-governmental organisations, community-based organisations and faith-based organisations jointly producing a voter education manual and conducting capacity building training for ZEC and CSOs in a unique experience for all stakeholders.

As part of its on-going engagement with electoral stakeholders in strengthening electoral processes, EISA supported several electoral reform initiatives. In Chad EISA assisted the Electoral Commission in identifying key weaknesses in the electoral cycle. In Mozambique, the electoral reforms proposed by EISA were included in the new legislation.

As Kenya, Madagascar and Zimbabwe prepared for their 2013 elections, the respective EISA offices engaged with the electoral authority providing on-going support and advice as requested. Having been instrumental in the development of the 2011 Elections Act the EISA Kenya office as part of the team selected to develop regulations to the Act and supporting the sharing of this information with the broader public. EISA continued its support to the Zimbabwe Electoral Commission in their efforts to engage local stakeholders providing on-going information and consultations in regard to the forthcoming referendum and elections.

## POLITICAL INSTITUTIONS AND PROCESSES STRENGTHENED

EISA's engagement included support to political parties and members of parliament and parliamentary staff in a number of countries including Botswana, Chad, Kenya, Lesotho, Madagascar, Mozambique and South Africa. Aside from EISA's country specific support to political parties such as the establishment of a Political Parties' Resource Centre offering IT equipment, internet access and other resources and information relevant to political party functioning, EISA also continued its engagement with political parties on the EISA "Benchmarks" for enhanced political performance for democratic governance in Africa with over 231 political parties exposed to the benchmarks during this review period. EISA's capacity building programme for political parties was expanded in response to specific needs of parties and includes a module on conflict management, gender inclusivity, public outreach and policy formulation within a democratic legislative and political system and process. EISA extended its work with political parties in Madagascar at the request of the Minister of Interior, providing information and awareness on existing regulations at a high level meeting where 200 political parties submitted their registration documents to the Ministry following the December 2012 workshop. The Field Office reports expand on the support provided by EISA to political parties. Being a demand-driven programme, EISA's political party support in Kenya extended to institutions engaged with political parties such as the Political Parties Dispute Tribunal and the office of the Registrar of Political Parties.

In regard to EISA's engagement with parliament in Chad, EISA convened workshops for members of parliament and parliamentary staff on parliamentary oversight. These workshops allow for lesson learning and experiences sharing with representatives of neighbouring National Assemblies. In Kenya the ad hoc meetings facilitated by EISA for CSOs to engage parliament on various pieces of electoral legislation has been invaluable to the Kenyan electoral reform process. Similarly EISA's Mozambique office provided a platform for parliament and CSOs to meet and discuss issues of mutual interest. In addition EISA also provided technical assistance to the Parliamentary Portfolio Committee.

## PROMOTING PARTICIPATORY GOVERNANCE

EISA's support to citizen engagement in the African Peer Review Mechanism process has promoted better civil society engagement at continental and national level. Year 2013 will mark the tenth year of the APRM process. With its partners, EISA will use this opportunity to reflect on the APRM's achievements and challenges. 2012 saw EISA's programme expand from five to eight countries spreading its scope beyond the SADC region.

Within the sphere of participatory governance, EISA's support to women's participation and representation gathered momentum during the period under review. Aside from EISA's approach of contributing to 50/50 representation of women in all our activities, specific gender focussed programmes were also conducted. In Mozambique, EISA conducted a baseline survey on the position of women in leadership positions in the public and private sector within the framework of the 2008 SADC Protocol on Gender and Development. This involved examining 2000 decision-making and leadership positions in the selected sectors. The study will be launched in March 2013. EISA's programme in Madagascar in support of increased women's participation in decision-making processes covered new ground. This included working with students at five universities to sensitise the public on gender issues. EISA has also assisted and supported the national 30/50 (percent) campaign reaching out to the public for increased awareness and promotion of women's participation in politics and their communities. This campaign used the medium of workshops, community radio and public meetings at national, regional and community levels, to ensure greater outreach. EISA also uses the opportunity to share experiences and successes amongst its field offices to facilitate field offices providing support to each other.

With the guidance and support of the ESIA Board of Directors EISA has been able to make a contribution to strengthening and consolidating democratic elections and participatory governance in Africa over the past year. For this I and the EISA staff are most grateful. I also take the opportunity to thank EISA management and staff for their effort and hard work throughout the year. Our partners throughout the continent and internationally, have also contributed to EISA's achievements for which we thank them. EISA is extremely appreciative of the continued support and generosity of our donors and for their continued confidence in EISA's ability to achieve its goals. Without the joint efforts of all concerned, EISA would not be able to make the contribution that it has in support of its vision and mission in 2012.

**Denis Kadima**

*Johannesburg, December 2012*

# Programmes

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

# Programmes



VINCENT TOHBI  
PROGRAMMES DIRECTOR

# Governance institutions and processes



EBRAHIM FAKIR  
MANAGER



VICTOR SHALE  
SENIOR PROGRAMME OFFICER



GRANT MASTERSON  
SENIOR PROGRAMME OFFICER



MAUREEN MOLOI  
PROJECTS CO-ORDINATOR



LEAH MAINA  
PROJECTS CO-ORDINATOR



# Introduction

The year 2012 saw EISA adopting a balanced approach to its programming by engaging in a process of internal strategic review and structural re-orientation, consolidating existing partnerships and establishing new ones with a view to ensuring future organisational and programmatic sustainability and enhanced programmatic impact. As a result the EISA Political Parties and Parliamentary Support programmes were consolidated into one programme achieving the twin objectives that political parties enshrine democratic principles, values and practices and that Parliaments become stronger, more effective institutions. The cumulative impact of this balanced approach has made EISA programming dynamic and adaptable in a rapidly changing funding and socio-political environment without losing the core focus on achieving its strategic goals and programme objectives.

Though the thematic content and subject areas of activities differed, all activities were focused on enhancing the capacity of political parties, and parliaments as well as citizens understanding of and interaction with these institutions. As the achievements below will demonstrate, EISA's structural programmatic re-alignment is yielding an early positive impact with the focus on contributing to the effective and democratic functioning of political institutions and processes.

EISA also worked with new partners such as the South African Education, Training and Development (ETDP) Sector Education and Training Authority (SETA) on new thematic areas of work related to political parties as employers undertaken over an eight month period, revitalising EISA's established tradition of conducting innovative applied research. Apart from activities engaged in directly with political parties, EISA partnered with the Institute for the Advancement of Journalism to conduct training with journalists in preparation for both the African National Congress's (ANC) Elective Conference held at the end of 2012, and was requested to provide analysis and commentary for several different media houses in the lead up to and over the period of the ANC's 2012 elective conference.

In the area of training, capacity building and development, EISA partnered with the Centre for Learning, Evaluation and Results (CLEAR) at the University of the Witwatersrand's School of Public and Development Management to develop a course on legislative monitoring and oversight as part of a Legislatures Capacity Building Programme through a Certificate in Governance and Leadership module. Work with Legislatures also gathered further momentum. A highlight was the programme conducted with South African Parliaments Millennium Programme involving the design of a five day programme working with young South Africans to develop submissions to Parliamentary Committees on Health Education, Unemployment and Crime.

Facilitation of public education and information has also been stimulated with the creation of a database of political parties on the African continent. A year into a dedicated Political Parties and Parliamentary programme has enabled EISA to remain at the forefront of work related to these two important constituencies.

Activities in the Political Parties and Parliamentary Support Programme for 2012 have been supported by the Embassy of Finland, Pretoria in regard to EISA's work in Botswana, Lesotho and South Africa. Continentally and regionally EISA has been supported by the Department for International Development (DFID), the Royal Danish Embassy (DANIDA), the Swedish International Development Co-operation Agency (Sida) and Swiss Agency for Development and Cooperation (SDC).

# Political parties support

## ACHIEVEMENTS

### Political Parties Strengthened

Pursuant to extensive training workshops conducted in Botswana in 2011 and in pursuit of EISA's Strategic Goal 3: "Political institutions and processes are democratic and function effectively," support to political parties continued in 2012 through the provision of training workshops which were held in Lesotho at Leribe and Maseru. The first series of workshops attracted 21 participants drawn from the four main parties in Lesotho, the Democratic Congress (DC), All Bashotho Convention (ABC), Lesotho Congress for Democracy (LCD), and Bathotho National Party (BNP), while the second workshop attracted 27 participants drawn from the four main parties, as well as observer delegates from local civil society organisations. The inclusion of local civil society organisations from Maseru, where most CSO's in Lesotho are primarily based, had the effect of knowledge transfer and sustainability to local civil society organisations who will be able to continue localised training to political parties. This will stand EISA in good stead for future partnerships with local organisations where EISA can draw on their pool of human and technical resources, as the political party programme evolves.

The training programme was continued in South Africa on a decentralised basis in the Northern Cape Province in Kimberley and attracted participants from two regions of the country, the Northern Cape Province and the Free State Province and was attended by 25 participants drawn from the five main Parties, The African National Congress (ANC), Democratic Alliance (DA), Congress of the People (COPE), Independent Democrats (ID) and Inkatha Freedom Party (IFP). The second, held in Durban in the Province of KwaZulu Natal drew 22 participants from among the five main opposition parties of the DA, COPE, IFP, ID and United democratic Movement (UDM). The third workshop, held in Port Elizabeth in the Eastern Cape Province, also drew 22 participants from the four main opposition parties of COPE, the Azanian Peoples Organisation (AZAPO), the African Peoples Convention (APC) and the United Democratic Movement (UDM).

With a training programme focused on policy formulation within a democratic legislative and political system and process, the training programme built significant capacity for political party leaders at provincial and local levels to better contribute to internal party policy making as well as better execute their legislative and oversight mandate in representative institutions, particularly at local council and provincial legislatures. With supplementary materials on campaigning, outreach and communications, several programme participants were able to use the knowledge and skills acquired during this training programme to gain election to prominent positions in internal party electoral processes.

With the completion of the training workshops in Lesotho and South Africa, the current phase of the Supporting Political Parties' Internal Organisation and Capacity in the SADC Region project had concluded and an independent evaluation of the project was conducted. The evaluation concluded that the programme was an unqualified success, and recommended maintaining and building on current activities, adopting a different strategic approach beginning with a structural re-orientation and evolution into a fully fledged programme of its own. Other recommendations from the evaluation were integrated into the research, planning and preparation of a comprehensive project proposal which was completed and submitted at the end of 2012 and is expected to begin, subject to approval by mid 2013.

### Research on political parties as employers in South Africa

In recognition of EISA's expertise in the area of political parties, the South African Education, Training and Development (ETDP) Sector Education and Training Authority (SETA) contracted EISA to conduct research among political parties as employers to inform the SETA's annual skills planning, after EISA submitted a comprehensive research proposal.

This was the first time that information of this nature would become available on the country's political parties. A comprehensive research report was drafted and contains data about the driver's of change, demand and supply for skills, the factors affecting employment supply and demand within political parties, identifies what the scarce and critical skills as well as charts the current demographic profile of employees in the main political parties of South Africa.

## PREVIEW OF 2013

- Inception of the "Supporting Open and Democratic Political Systems and Political Party Capacity in the SADC region 2013-2015" project
- Capacity building and training for members of political parties in selected countries
- Providing institutional support to political parties as well as regulatory bodies working with political parties in selected countries.

# Parliamentary programme

## ACHIEVEMENTS

EISA's continental Parliamentary work was piloted over 2010 and 2011 and has been consolidated to focus on providing institutional support to Parliaments and providing capacity building to Members on their execution of the legislative and oversight mandate. Programme activities for 2012 were conducted in field offices in Chad, Kenya and the head office in South Africa. During the final quarter of 2012, EISA raised resources to assist the Parliament of the Kingdom of Lesotho to begin a process of developing a Code of Ethics and Conduct and a Register of Members' Interest.

In terms of core activities, EISA was invited to facilitate a five day workshop as part of the South African Parliaments Millennium Programme, involving the design and facilitation of a programme working with young South Africans to develop submissions to Parliamentary Committees on Health Education, Unemployment and Crime. A comprehensive report was produced and meetings with Parliamentary Committee's were facilitated. This has generated a modest amount of resources for EISA as well as established wider relationships with the South African Parliament, amongst both politicians and political parties, as well as the professional service units of Parliament.

In establishing further links and deepening the understanding of parliamentary oversight, as well as develop innovation in the conduct of Parliamentary Oversight, EISA partnered with the Centre for Learning, Results and Innovation at the University of the Witwatersrand's School of Public and Development Management in developing and delivering a South African Qualifications Authority accredited training course on the Legislatures Capacity Building Programme through a Certificate in Governance and Leadership.

The conduct of these activities contributed to EISA being able to pursue its strategic objective of strengthening Parliament as a key Democratic Institution, as well as contribute to the capacity of Members of Parliament to discharge their respective functions.

## PREVIEW OF 2013

- Developing a Code of Ethics and Conduct and Register of Members Interest for the Parliament of the Kingdom of Lesotho.
- Providing institutional support to Parliamentary Service Units and Parliaments in selected countries
- Capacity building on legislation, and oversight for elected representatives

## OTHER ACTIVITIES

In recognition of the expertise of EISA staff, members of the political parties programme were invited to make presentations, contribute to publications, attend workshops or conduct training and facilitate workshops. These are selected highlights, and include:

- COPE requested EISA to facilitate its national strategy workshop on Policy and Leadership, as well as provide an analytic overview of its electoral and legislative performance. This was done on a consultancy basis on 21 and 22 April 2012.
- The facilitation of a workshop and a presentation to the South African Parliamentary Group on International Relations on the “Implications for Parliamentary International Relations of Election Observation and Monitoring” during May 2012.
- EISA was invited to form part of an Ad Hoc expert group convened by United Nations Economic Commission for Africa (UNECA) for two critical drafting meetings to draft papers on “The role of Parliament in Promoting good Governance and the Role of traditional institutions in conflict prevention, resolution and reconciliation in rural Africa, held in Kigali, Rwanda over June 2012.
- On 14 -16 June 2012, EISA was invited by the Department of International Relations and Cooperation (DIRCO)-South Africa to present a paper on the “political implications and lessons learnt during election observation and election monitoring”
- Participation on an expert reference group of the Afro Barometer Survey developing a new survey instrument,
- Participation on expert reference group for South Africa on the UNECA Africa Governance Report focusing on “elections and the management of diversity”.
- EISA was approached by the Institute for the Advancement of Journalism (IAJ) to develop a course for journalists to report from an informed perspective and on an objective basis on the ANC’s Elective Congress. Three day courses were offered on two occasions to Senior Journalists covering the event during October and November 2012.

## PUBLICATIONS:

- “Modernity, Globalisation and Complexity: The legacy and Future of the New Partnership for Africa’s Development (NEPAD)” In: The Africana World. From Fragmentation to Unity and Renaissance, edited by Mammo Muchie, Sanya Osha and Matlotleng P Matlou. Africa Institute, 2012 (Peer Reviewed Book Chapter)
- “Malema is more trick than treat”, Mail and Guardian, 20 January 2012. Ebrahim Fakir (with Eusebius Mckaiser)
- “Malema’s great ideological irony”, Mail and Guardian, 27 January 2012. Ebrahim Fakir (with Eusebius Mckaiser)
- “DA has no deep penetration into SA’s grassroots” in the new age newspaper. 25 November, 2012. [http://www.thenewage.co.za/71540-1007-53-DA\\_has\\_no\\_deep\\_penetration\\_into\\_SAs\\_grassroots](http://www.thenewage.co.za/71540-1007-53-DA_has_no_deep_penetration_into_SAs_grassroots)

## Staff :

Ebrahim Fakir, Manager Political Party Strengthening and Parliamentary Support Programme

# 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. EISA, through its work on the APRM, has promoted better civil society engagement in the APRM process at national and continental level since 2005. Year 2012 was a significant milestone in the expansion of this exciting programme with a new three-year programme entered into in partnership with the South African Institute of International Affairs (SAIIA) and funded by the Swiss Agency for Development and Cooperation (SDC). It marks EISA's entry into a new phase of development and expansion for this programme and places the unit on a more sustainable and influential footing than ever before as it looks to continue the work of promoting accountable governance in Africa.

In 2013, the APRM will mark its tenth year promoting accountable and participatory governance in Africa, providing a valuable opportunity for reflection on the mechanism's achievements and shortcomings in its first decade of existence. During the latter part of 2012, EISA and a couple of other CSOs were engaged by the APRM Secretariat to brainstorm around ideas for the 10 year celebrations and reflections with the APRM Institutions. EISA remains committed to supporting the efforts of CSOs in participating APRM member states to participate fully and meaningfully in their respective national APRM processes, as well as promote peer learning and the sharing of different experiences within and between member states on innovative approaches to governance reforms. The third phase of EISA's APRM work enables the Institute to extend its reach beyond Southern Africa into and throughout the continent.

## ACHIEVEMENTS:

*The programme increased in size from five to eight countries, and for the first time since EISA started its work on the APRM, spread its scope to include other APRM signatory states beyond the Southern African Development Community (SADC). 2012 saw the realisation of the long term goal of EISA'S engagement in the APRM programme to develop a sustainable and capable unit whose function is to utilise the opportunities provided by the APRM to engage on critical governance questions and issues in its delivery with the increase in the staff complement in this programme..*

## Country Conferences

### Grand Baie, Mauritius - 24-26 January

EISA, in partnership with the Mauritius Council of Social Services (MACOSS) and the National Economic and Social Council (NESC) hosted a two-day conference for Mauritian stakeholders in the APRM on 22-23 January 2012. The event, which was attended by 84 representatives of Mauritian society, met to discuss a civil society engagement plan on the Mauritius National Programme of Action (NPoA). Representatives from the South African and Kenyan National Focal Point ministries met on the 24th with the NESC council to engage on taking the discussions held with civil society organisations forward (the NESC is the national focal point for the APRM in Mauritius). The presence of the NESC and key Mauritian ministries in both the workshop and the post-conference discussions added significant value to proceedings. The conference also received widespread media coverage on Mauritian state TV and radio.

### Port Louis, Mauritius - 23-24 April

At the request of various civil society organizations in Mauritius, EISA attended and presented at a two-day meeting hosted by the United Nations Development Programme and the United Nations Economic Commission for Africa (UNECA) on 'Harmonising the Mauritius National Programme of Action with existing development frameworks and the Medium Term Expenditure Framework'. The meeting, which took place on 23-24 April 2012, was largely attended by state and civil servants, with a small representation from civil society. The meeting was well received and several civil society organizations in Mauritius expressed their appreciation to EISA for supporting their engagement in this event, in particular augmenting their contributions based on experiences from other countries going through similar harmonization processes.

## Programme Evaluation: Phase 2

At the completion of its Phase 2 activities, EISA in collaboration with its donor-partner the SDC undertook a full programme evaluation of the period 2008 - 2012, which included engaging the services of an independent evaluation consultant to review the programme and highlight the major findings and lessons learned from Phase 2. The findings of the evaluation highlighted known challenges engaging with some official structures within the African governance architecture, and the impact these challenges had on the programme itself. The

evaluation also found that the programme operated at an exceptional degree of efficiency and relative to its budget exceeded expectations in promoting civil society participation in and between the project countries targeted. It identified the need to increase the human resource capacity of the programme in a new phase, and highlighted the importance of more systematic knowledge management to distill the crucial lessons the project learnt, with a view to making these lessons publicly available for other project managers and partner organisations.

### Phase 3 programme initiated

With the support of SDC, EISA and SALLA's joint partnership was formalised with the signing of a Memorandum of Understanding between these two organisations. This third phase has expanded the scope of the programme from Southern Africa to a continental programme, increasing the number of countries from five to eight (see Table 1). The programme runs from July 2012 - June 2015. EISA's emphasis within the programme remains practical, country-level support to civil society organisations and networks in engaging the APRM and providing technical support to these efforts.

**Table 1 - Project Countries - EISA APRM Programme: Phase 3**

Ethiopia
Kenya
Mauritius
Mozambique
Tanzania
Uganda
South Africa
Zambia

### Phase 3 Reference Group established

As part of its efforts to ensure that its programmes and interventions achieve greater and more influential results in Phase 3, EISA engaged the expertise of a small group of highly experienced individuals to act in an advisory capacity to the project for the next three years. This reference group, comprised of 6 capable and experienced personalities is envisaged to help guide the programme through some of the challenging and nuanced scenarios it will be faced with. At the time of going to print, 5 of the 6 Reference Group members were confirmed, with the APRM Secretariat being invited to sit in on Reference Group meetings as a special seat.



The confirmed Reference Group members are:

1. Prof. Ahmed Mohiddin (Kenya);
2. Hon. Prof. Essam Sharaf (Egypt);
3. Prof. Samuel Adjepong (Ghana)
4. Prof. Michael Chege (Kenya);
5. Prof. Adebayo Olukoshi (Nigeria)

## PREVIEW OF PLANS 2013:

- CSO conferences in Ethiopia, Zambia, Mauritius, Mozambique.
- A continental CSO colloquium reflecting on 10 years of the APRM in Africa.
- In-country research in 7 countries on the state of the APRM and civil society engagement.
- Direct support to the APRM Secretariat on various activities.

# Elections and political processes



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SENIOR PROGRAMME ASSISTANT



**NKGAKONG MOKONYANE**  
PROGRAMME ASSISTANT

# introduction

## OVERVIEW

The Election and Political Processes Department continued to contribute to EISA's overall goal through support to the conduct of credible elections on the continent. In the course of the year, EISA strengthened its work in Egypt with a short term office established in the country established in the last quarter of 2011. Taking its work on the use of technology in election observation further, the use of computer tablets was adopted in all EISA Missions deployed in 2012. In response to the requests for increased support made to EISA by the Democracy and Electoral Assistance Unit (DEAU) of the African Union Commission, the EPP department co-ordinated EISA's technical support to all African Union Election Observer Missions during the year. This privileged role contributed to strengthening EISA's place as a key player in the field of elections on the African continent.

## ACHIEVEMENTS

### EISA Election Observation Missions deployed and electoral processes assessed and documented

In the year 2012, EISA deployed its own Election Observation Missions (EOMs) to the presidential and parliamentary elections in Egypt, the parliamentary elections in Lesotho and the general elections in Ghana. EISA Technical Assessment Missions were deployed to the different phases of the presidential and parliamentary elections in Senegal and the constitutional referendum in Egypt. To further improve on the use of the tablets for observation, the EPP department worked with the EISA Information Communications and Technology team to develop a standardised template for observer checklists to ensure that standardised data is generated from each election to enable EISA to present comparative data on elections on the continent over a period of time. The use of the tablets improved the efficiency and co-ordination of the Missions which were able to release a preliminary assessment of these elections ahead of other international observer Missions.

In its efforts to contribute to the overall assessment of electoral processes and to improve the support provided to its partners, EISA introduced the conduct of Pre-Election Assessment Missions (PAMs) to countries where it either deploys a Mission or provides technical assistance to its partners. These Missions were deployed to Sierra Leone, Burkina Faso and Ghana and provided these Missions provided an opportunity to assess the level of preparedness for the elections and to make preliminary arrangements for the deployment of a Mission. The reports of the PAMs provided relevant preliminary information for the work of the EISA Missions and Technical Support Teams later deployed in the country. The reports were also shared with relevant partners.

**Egypt-** EISA's work in Egypt started with the deployment of a long and short term observation mission to the Shura Council and People's Assembly elections. The first quarter of the year was dedicated to the completion of this Mission which ended in February.

EISA deployed 33 long and short term observers to the first and second round Egyptian Presidential elections from May to June 2012, led by His Excellency Mr Cassam Uteem, former President of Mauritius. It received extensive media coverage with the Mission Leader, the Deputy Mission Leader, Mr Denis Kadima and other senior EISA staff giving radio and television interviews to local and international media. The Mission Leader also met high level officials and other Heads of Observer Mission. A more detailed report is contained in the Egypt Field Office report.

EISA deployed a Technical Assessment Mission to witness the constitutional referendum that took place on 15 and 22 December 2012 in the Arab Republic of Egypt. The Mission was led by Ms Ilona Tip, EISA's Operations Director. It is important to mention that the Mission was deployed within a context of political tensions and uncertainty characterised by sporadic public protests that turned out violent in some cases. Within this context, the short notice for the referendum and the challenges experienced with the accreditation of observers, EISA deployed a Technical Assessment Mission instead of a fully-fledged observer mission. The decision to deploy a Mission amidst the controversies and uncertainties surrounding the referendum was based on EISA's commitment to the development of Egypt's electoral democracy and the need to build on its documentation of the transition process.

**Lesotho** – an EISA observer mission led by His Excellency Mr Rupiah Banda, former President of the Republic of Zambia was deployed to the 26 May 2012 National Assembly elections in Lesotho. The Mission hosted Electoral Commissioners from the East African Community (EAC) under the framework of the Memorandum of Understanding between EISA and the EAC.



L-R: Mr. Justin Gore Douah, EISA EOM Field Director, His Excellency Hon. Cassam Uteem and Mr. Denis Kadima, EISA Executive Director at the press conference for the release of EISA EOM preliminary statement on the run-off presidential elections in Egypt.

The EISA mission played a significant role in facilitating the adoption and release of a joint appeal by 4 international election observer missions that were present in Lesotho, namely, the EOMs of the AU, the SADC, the Commonwealth, and EISA.

Ghana: EISA deployed an EOM to the 7 December 2012 Presidential and Parliamentary elections in Ghana. The mission was led by Mr Ahmed Issack Hassan, Chairperson of the Independent Electoral and Boundaries Commission of Kenya., The involvement of the Chair of the Kenyan EMB along with two of the Commissioners from the Kenyan Commission in the Ghanaian elections provided a lesson learning opportunity for the Kenyans as they were preparing to adopt the use of similar technology for the verification and identification of voters in the 2013 elections in Kenya.

**Senegal** - EISA deployed Technical Assessment Missions to the two phases of the historic presidential elections and the parliamentary elections in Senegal. The successive missions were led by Vincent Tohbi, EISA's Programmes Director.

## African Union Supported

EISA continued to provide technical support to the African Union Commission (AUC) through the Democracy and Electoral Assistance Unit (DEAU). EISA's support to the Commission was mainly in the area of observation. Specifically, EISA deployed its staff to African Union Election Observer Missions to provide technical support to the Mission coordination team particularly organising and facilitating the observer briefing and orientation sessions and supporting the drafting committee.



His Excellencies, Dr Bakili Muluzi, former President of the Republic of Malawi, Head of the Commonwealth EOM, Hon. Ebrahim Ismael Ebrahim, Deputy Minister of International Relations and Cooperation of the Republic of South Africa, Head of the SADC EOM, Gen. Yakubu Gowon (rtd) former President of the Republic of Nigeria, Head of the African Union EOM, and Mr. Rupiah Banda, former President of the Republic of Zambia, Head of the EISA EOM at the press conference for the release of a Joint Appeal to the Lesotho People after the parliamentary elections.

EISA support teams were deployed to all the AU Election Observer Missions conducted on the African continent in 2012 in the following countries: Algeria, Senegal, Guinea Bissau, Lesotho, Libya, Congo Brazzaville, The Gambia, Angola, Sierra Leone, Burkina Faso and Ghana.

EISA facilitated a workshop on election observation for AUC staff. This workshop was the first of its kind organised by the AUC. It brought together staff from all departments involved in an aspect of AU election observation work. The workshop was held at the Kuriftu Resort, Ethiopia from 26 to 28 September 2012. The purpose of the workshop was to facilitate the establishment of standards and procedures for the conduct of AU Election Observer Missions. The workshop was attended by 23 participants drawn from the AUC's Intelligence Security Committee (ISC), the DEAU, the Travel Unit, the Finance Department, the rest of the Department of Political Affairs (DPA) and the Pan-African Parliament (PAP) as well as other partners of the DEAU such as IFES, GIZ and UNOAU. The workshop provided a platform for all relevant departments and units involved in AU EOMs to assess the conduct of previous Missions, identify challenges, and highlight best practices to resolve these challenges. The output of this workshop is an AU EOM Management Manual which is currently being finalised by the DEAU.

As part of its support to the AU, EISA was requested to develop an Election Observation Manual to be used by all AU observers. The first draft of the Manual was submitted in the last quarter of the year.



His Excellency, Rupiah Banda, Former President of the Republic of Zambia and Leader of the EISA EOM to Lesotho



## Regional Economic Communities (RECs) Supported

### East African Community (EAC) supported

Pursuant to the Memorandum of Understanding between the East African Community (EAC) and EISA, a workshop for the EAC Electoral Commissions' Forum was facilitated by EISA from 11 to 12 June 2012 in Nairobi, Kenya. The aim of the workshop was to promote peer-learning among the East African EMBs and explore mechanisms for strengthening the collaborative initiatives of the EMBs' forum. It was attended by approximately 35 participants composed of senior election officials drawn from the five EAC member states. The workshop provided a platform for the EMBs in the region to share election management experiences and harness best practices while seeking to strengthen their relations. Participants benefitted from EISA's expertise in elections on the continent of Africa, and from sister organisations like the SADC Electoral Commission's Forum.

In November 2012, EISA participated in the East African elections expert meeting convened by the EAC in collaboration with the UNDP in Nairobi. The objective of the meeting was to appraise and adopt the "EAC Principles for Elections Observation and Monitoring". This instrument for election observation was the first of its kind in the sub-region. EISA provided expert input into the draft document that contributed to its refinement and adoption by the expert group meeting. It was subsequently adopted by the Ministerial Council of the EAC and was used for the first time by the EAC Observation Mission to the 4 March 2013 elections in Kenya. The participation of EISA at the meeting was within the broader collaborative framework between the EAC and EISA defined by the MoU.

### Southern African Development Community (SADC) and SADC Election Advisory Council (SEAC) supported

Building on the relationship established in previous years, EISA continued to provide technical support to the SADC Election Advisory Council (SEAC) and to SADC Election Observer Missions (SEOMs). During this review period EISA extended its contribution to the SADC observation missions with EISA contracted to produce a background briefing document to provide a political analysis of countries holding elections, namely: Lesotho and Angola. EISA was also contracted to conduct a refresher training and briefing session for SADC observers deployed to Lesotho and Angola. Besides the in-country refresher training of observers, EISA was also contracted to conduct a 4-day training of SADC observers that was held in Harare, Zimbabwe from 8 to 11 October 2012.

EISA continued to provide technical support to the SEAC. Specifically, EISA was contracted to develop the Council's five-year strategic plan and making presentations at all SEAC meetings held in 2012. It was also contracted to finalise the Handbook for SADC Observers and to write an advisory paper on SADC election observer deployment methodology.

### Election Observers capacity enhanced

EISA organised a series of training of election observers in Chad, Kenya, Madagascar, Mozambique, South Africa and Zimbabwe. These trainings were aimed at training a pool of observers who may be deployed as part of EISA Observers Missions in future. The trainings

were attended by representatives of CSOs, EMBs and political parties. Over 300 observers were trained at these workshops.

### ACE Electoral Knowledge Network supported

EPP continued to co-ordinate EISA's contribution to the ACE Electoral Knowledge Network as well as continued to host the Southern African Regional Resource Centre. ACE is an online information resource covering all aspects of election administration.

ACE is currently available in five languages, which are Arabic, English, French, Russian and Spanish. ACE materials are constantly being updated through the support of ACE Regional Resource Centres (RERCs) and practitioners throughout the world. In 2012, EISA, ACE partner organisations and electoral experts through ACE Secretariat updated the encyclopaedia and other ACE contents. Specifically, EISA updates the voter registration and the civic and voter education content of the encyclopaedia. ACE users can access the materials online through the ACE website, [www.aceproject.org](http://www.aceproject.org), post questions and have responses from experienced electoral practitioners who belong to the ACE Electoral Practitioners' Network.

### Balloting and Electoral Services (BES)

During the period under review, the Balloting and Electoral Services unit has been involved in activities to reach its broad objective to promote an internal culture of democracy and build the confidence of organisations and their beneficiaries in democratic electoral practices, as an essential component of good governance, within themselves and society in general. BES continue to be offered to a variety of organisations and statutory bodies including business, labour, government, civic associations, tertiary institutions, community based organisations, quasi-state bodies and political parties. The highlight of this period was the department reaching its objective of training the BES electoral support staff. The invitation to the training was extended to the EISA head office staff as well.

As an integral part of BES's continued commitment on providing independent electoral management and administration services, EISA was invited to administer and manage the election process for the following unions:



<b>BES LIST OF ACTIVITIES 2013</b>		
<b>Date</b>	<b>Client</b>	<b>Service</b>
August 2011 to January 2012	Municipal Councillors Pension Fund (MCPF)	Board of Trustees elections
Feb-12	NUMSA KZN	Provincial Office Bearers
Feb-12	NUMSA Northern Cape	Provincial Office Bearers
Feb-12	NUMSA Tshwane	Provincial Office Bearers
Feb-12	NUMSA Western Cape	Provincial Office Bearers
Feb-12	NUMSA Sedibeng	Provincial Office Bearers
23-Feb-12	Radio Mafisa	Board of Trustees elections
Mar-12	NUMSA Eastern Cape	Provincial Office Bearers
Mar-12	NUMSA Mpumalanga	Provincial Office Bearers
Mar-12	NUMSA JC Bez	Provincial Office Bearers
Apr-12	NUMSA Ekurhuleni	Provincial Office Bearers
December 2011 to April 2012	Eskom Pension and Provident Fund (EPPF)	Board of Trustees elections
Jun-12	NUMSA National Congress	National Office Bearers
Jun-12	SAMWUMED	Board of Trustees elections
14 to 15 July 2012	Pan Africanist Congress of Azania (PAC)	National Office Bearers elections
Oct-12	NUMSA National Youth Forum	National Office Bearers
9 to 31 October 2012	African Grant-makers Network (AGN)	Board of Trustees elections
30 October to 6 November 2012	Greater Rustenburg Taxi Cooperative Limited (GRTCL)	Board of Trustees elections
January 2012 to August 2012	Cape Peninsular University of Technology (CPUT)	Final stage of the university SRC constitutional review
July 2012 to August 2012	Institute for Retirement Fund (IRF)	Board of Trustees elections
Nov-12	SATAWU	CEC By-elections of National Office Bearers
July 2012 to December 2012	Standard Bank Group Retirement Fund (SBGRF)	Board of Trustees elections
August 2012 to February 2013	Transport Pension Fund (TPF)	Board of Trustees elections
November 2012 to January 2013	Soweto City Council Pension Fund (SCCPF)	Board of Trustees elections

## OTHER ACTIVITIES

EPP staff participated in and made presentations at a number of workshops and events including:

- Contribution to the review of IDEA Handbook on Election Management
- AU Commission Continental EMB Meeting and Forum of the Year of Shared Values held in Lusaka from 11-14 June 2012:
- Presentation at NDI Seminar on Electoral Reform in Monrovia 19 September 2012.
- The High Level Consultation on Governance and Democracy in Africa: Trends, Challenges and Prospects, on 28-30 November 2012 in Dakar Senegal.
- The Regional Parliamentary Meeting on African Governance Platform and Promotion of African Union Legal Instruments organised by the Pan-African Parliament, held on 6 -7 December 2012 in Port Harcourt Nigeria.

### Outputs/Outcomes:

1. EISA's position as one of the foremost organisations on the continent in the field of election observation strengthened through its support to continental and regional democracy promotion institutions.
2. EISA's continental outreach further enhanced through its work in Egypt.

## PREVIEW FOR 2013

- Deploy EISA Pre-election Assessment Missions to Djibouti, Kenya, Togo, Egypt, Guinea, Equatorial Guinea, Zimbabwe, Tunisia, Madagascar, Mali and Swaziland
- Deploy EISA Technical Support Teams to African Union Election Observer Missions in Djibouti, Kenya, Togo, Egypt, Guinea, Equatorial Guinea, Zimbabwe, Tunisia, Madagascar, Mali and Swaziland
- Deploy EISA Election Observation Missions to the elections in Mali and Egypt
- Deploy EISA Technical Assessment Missions to the elections in Swaziland, Zimbabwe, Madagascar
- Continued support to RECS
- Continue with the balloting work for organisations
- Continue research on various aspects of elections

## STAFF

- Robert Gerenge, Programme officer
- Olufunto Akinduro, Programme Officer
- Cecile Bassomo, Assistant Programme Officer
- Yvette Ondinga, Project Coordinator
- Naphtaly Sekamogeng, Senior Programme Assistant
- Ntokozo Ngidi, Senior Programme Assistant, BES

# Field offices

- Chad
- Kenya
- Madagascar
- Mozambique
- Zimbabwe

# Chad



**LUCIEN TOULOU**  
COUNTRY DIRECTOR  
(JANUARY TO AUGUST)



**JUSTIN GORE DOUA**  
COUNTRY REPRESENTATIVE  
(AUGUST TO DECEMBER)



**BAÏDESSOU SOUKOLGUE**  
PROGRAMME OFFICER, ELECTIONS  
AND POLITICAL PARTIES



**HIKMAT ABDRAMANE**  
FINANCE OFFICER



**ANGÈLE MAYANGAR**  
MULTI MEDIA ASSISTANT, POLITICAL  
PARTY RESOURCE CENTRE



**EL-HADJ SOULEYMANE NDIINGA**  
DRIVER

# Field office report: chad

## OVERVIEW

Over the past year the EISA Chad office has, in the main, implemented post-election engagements with the various stakeholders. This assistance included a workshop on international elections observation and assistance in report drafting. This period was also marked by the holding of multi-stakeholders' regional consultations to draw preliminary conclusions over the now ending Chadian electoral cycle. EISA also kicked off its The parliamentary strengthening programme with the holding of training sessions for Members of Parliament (MPs) and parliamentary staff as well as a parliamentary reporting workshop for local journalists. Last but not least, EISA-Chad implemented its post-electoral engagement with political parties. These activities included a roundtable discussion on political parties' activities between elections and training sessions in the regions which are the areas of activities of EISA. These activities were aimed at building the capacity of political parties to undertake activities between elections and play a constructive role in the reinforcement of democracy in Chad.

EISA also entered into a partnership with Counterpart International supporting the implementation of their "Chad Local Governance Strengthening Programme". EISA is providing office space and the training manual in French and Arabic versions as well as an audio version (Arabic on MP3) of the manual.

EISA's work was funded as part of the DFID Africa Democracy Strengthening Project which includes support to the Chad office. The constitutional revision of May 2004 brought about a political stalemate in Chad. To ease this tension Chad political stakeholders embarked on a series of negotiations with the support of the European Union. These negotiations led to the 13th August 2007 political agreement, aimed at reinforcing the democratic process in the country. The agreement led to the parliamentary elections in 2011 and local elections in 2012. EISA's support to the various stakeholders in 2012 is a follow up of the support started in 2009.

In August 2012 Mr Justin Gore Doua took over as EISA Chad Country Representative from Dr Lucien Toulou who was the Country Director from January to July.

## ACHIEVEMENTS

### ELECTION MEDIATORS DEPLOYED

EISA-Chad introduced its election Conflict Management Panel model to support the Electoral Commission whereby EISA trained and deployed 96 mediators for the local elections held on 22nd January 2012. These mediators assisted the CENI in identifying and diffusing potential

sources of election related conflicts throughout the campaign period and on Election Day.

## POST ELECTION SUPPORT TO THE CENI

Following the elections, EISA Chad interacted with the Electoral Commission in order to assist it in identifying key weaknesses of the past electoral cycle and provide recommendations for reforming the electoral framework. The Chairperson of the Burundi Electoral Commission travelled to Chad from 28th July to 3rd August 2012 to brief the country's electoral authorities on approaches to writing and presenting a post-election report. EISA supported the Commission in designing a report outline and significant amendments were made to their initial draft report. The report was finalised, again with EISA's support at a final report validation workshop held in N'Djamena from the 11th to 12th September 2012. The workshop provided an opportunity for members of the CENI to review the draft report and agree on a final draft which was adopted.

The final report of the Electoral Commission, which was financially supported by EISA-Chad, was published, presented to Chadian authorities and distributed to all the stakeholders.

## CITIZEN ELECTION OBSERVATION ENHANCED

In keeping with EISA's Strategic Goal 2 that "citizens participate effectively in the democratic process" since opening the office in Chad, EISA has partnered civil society organisations in building their capacity to recruit, train and deploy citizen observers. During the past year EISA released a handbook, with a foreword by the CENI Chairperson, providing useful information on the legal framework for the local elections. The handbook also presented the role and main functions of Chad's urban and rural municipalities. Various stakeholders received the handbook, including the CENI, political parties and CSOs. It was very helpful to the CENI as it contained a thorough explanation of the electoral system used for these local elections. Political parties used it, not only as a campaigning manual, but also as a guide for their newly elected officials. Civil Society Organisations used it as an observation manual to follow the campaign and the seat allocation in the municipal councils.

To reinforce the learnings over previous years, delegates from 20 CSO benefited from a one-day refresher training course on election observation on 19th January 2012 prior to the local elections. These trainees were later deployed in various regions by their CSO networks to train and supervise the deployment of citizen observers for the local government elections held on 22nd January 2012.

To broaden the scope of information and experience for local citizen observer groups, EISA Chad facilitated a workshop on international election observation in N'djamena from 21st to 22nd September 2012. The workshop was attended by citizen observers from local CSOs, a representative of the Electoral Commission (CENI) and political parties. Participants to the workshop were exposed to the basic tenets of the rationale and methodology of international election observation, an analysis of trends in election observation and shared best international practices and strengthened capacity of CSOs working in the field of elections in Chad, political parties and the electoral commission.

A positive spin off from the workshop was the request from national NGOs for EISA to assist them in developing a network of citizen observers for future elections.

Since working with local citizen observer groups, a key achievement of EISA's support was the production of a comprehensive and high quality observer mission report by the Coalition Indépendante pour des Elections Libres (CIEL), one of the coalitions of local CSOs.

## POST ELECTION OBSERVATION REVIEW

Creating the opportunity to reflect on the recent election experience, in February, EISA embarked on regional consultations in order to assist a wide range of electoral stakeholders to draw conclusions over the now ending Chad electoral cycle. The overall goal of these consultations was to unravel the challenges facing Chad in respect of election management and propose appropriate reform measures. These consultations provided a space for the main stakeholders to reflect critically on the legal and institutional framework for elections in Chad as well as identify areas of the electoral system that pose problems and need improvement; and to provide recommendations for electoral and constitutional reforms.

EISA also consolidated all the information collected from various sources (interviews with stakeholders, laws and newspapers) which will inform the post-election review report which will be published and distributed to the stakeholders in 2013 during a review workshop for the implementation of the key recommendations during the current electoral cycle.

## MEMBERS OF PARLIAMENT AND PARLIAMENTARY STAFF TRAINED

Among EISA's programmes is strengthening and supporting Parliament, both members of Parliament and parliamentary staff.

### Members of Parliament

Two training sessions were organised by EISA-Chad on parliamentary oversight during the



Presentation of EISA's Political parties' training manual. N'Djamena, 7 Nov 2012



review period on the 18th-19th May and the 1st and 2nd June 2012 respectively. Both these workshops reached out to a total of 197 MP, far beyond the total number of 175 MPs and staff planned to be capacitated.

Both these training sessions were highly rated by participants who appreciated the unique opportunity to take stock of the various tools at their disposal to hold the government accountable thereby improving their ability to oversee the executive. The workshop also provided an opportunity for experience sharing on challenges and opportunities met by neighbouring National Assemblies in discharging their oversight function. One key lesson they learnt as EISA invited facilitators from neighbouring Central African countries to share their experiences. Chadian MPs were able to learn from other parliamentary practices and identify what was the most suitable approaches for their situation. .

Lastly, through a thorough examination of the basic tenets of the parliamentary oversight, participants were able to grasp the distinction between the quest for government accountability inherent to any parliamentary oversight function and the adversarial parliamentary opposition the former is sometimes confused with.

As a result of these training sessions, MPs from the ruling party felt more comfortable with the idea of scrutinising the executive. Paradoxically, the workshops also drew attention to the fact that in spite of all the constitutional tools at their disposal, the space is not always open for MP's to question or raise concerns regarding the implementation of policies and laws.

### Parliamentary staff

A workshop for parliamentary staff held on the 20th and 21st April 2012 was attended by 57 participants and included the technical staff of the National Assembly as well as those who provide administrative and support services. In qualitative terms, this second training session enhanced the knowledge and experience of the selected parliamentary staff in topical issues such as parliamentary procedure, public relations, dealing with the media, and report writing.



Regional workshop with political parties. Moundou (South)- 13 and 14 Nov 2012



Regional workshop with political parties. Abeche (North East)- 16 and 17 Oct 2012



Through both these workshops EISA was able to provide the opportunity for 308 MPs and parliamentary staff to improve their skills and in this way perform their duties with more confidence and knowledge.

### Handbook on law making

To assist MPs in executing their duties and to meaningfully contribute to the law-making process, EISA finalised a handbook for MPs that provides information on the law making process in Chad. This handbook will significantly improve the performance of Chadian MPs in drafting, amending and adopting laws and other legal instruments .

### Media

To face the challenge confronting the parliament in its communication on its activities, EISA organised a training workshop on the 24th- 26th April 2012 in N'Djamena with the purpose of providing journalists with the specialised knowledge and tools necessary to understand the work of the parliament and report accurately and objectively relevant information related to the work of parliament, in order to help the public appreciate the role of Parliament.

The workshop was attended by 28 participants from different media platforms (public and private, radio, television, electronic and print). Content focused on improving the knowledge and skills needed by journalists on parliamentary reporting, brainstorming how best to disseminate information and how to provide a platform for exchange between the National Assembly and the public as well as the role of journalists in a democracy. Experiences from other countries and best practices in journalism and parliamentary reporting were shared. The training was conducted by an Ivorian media expert living in Senegal.

## POLITICAL PARTIES CAPACITY TO BE EFFECTIVE AND INTERNAL DEMOCRACY STRENGTHENED

EISA-CHAD engaged in a number of programmes over the past year with political parties to improve their capacity to be more effective and strengthen their internal democratic processes. All too often the focus on political parties is limited to their engagement in the electoral process.

To start its support to political parties EISA Chad organised a roundtable in N'Djamena on the 25th-26th June 2012 attended by 33 party representatives from the majority and the opposition parties to create awareness and consider the wide range of activities political parties can develop between elections. The workshop also prioritised the areas in which political parties required support.

### Workshops

One of the thematic areas identified was that of "Political Marketing and Public Review". EISA conducted a number of workshops on this theme attended by regional leaders of political parties. The workshops were held in several regions in Chad providing political parties with techniques of political marketing and public relations and techniques to engage with the public in order to be able to plan and conduct action plans between elections.

The following workshops were undertaken:

- 18th to 19th September 2012 in Mongo (North-East of the country). The 31 participants were drawn from 10 political parties represented in the administrative regions of Guera, Salamat and Batha.
- 16th to 17th October 2012 in ABEICHE (North-East of the country): the workshop gathered 31 participants from 11 political parties operating in the administrative regions of Ouaddaï, Wadi Fira, Sila, Borkou, Ennedi and Tibesti. The following parties participated : MPS, UNDR, RDP, Viva-RNDP, PLD, CNDS, CSDT, CONAPO, RNT, PDRT/U, UDR and UPTRN .
- 13th to 14th November 2012 in MOUNDOU (South of the country): the workshop was attended by 46 participants from 24 political parties, including 10 women. Two of the participants were also local councillors. Participants came from three administrative regions: Logone occidentale, Logone orientale and Tandjilé.
- 19th to 20th November 2012 in BONGOR (Centre of the country): Forty-seven (47) local leaders from 22 political parties, including five, three local councillors and a mayor participated in the workshop coming from two administrative regions: Mayo kebbi-est and Mayo kebbi-ouest.

Another area identified in the consultative meetings was that of “Party coalitions, intra and inter party conflict management. EISA therefore organised a workshop on this topic on the 12th October 2012 in N’Djamena. The workshop was an opportunity for EISA to present the values and principles enshrined in the political party benchmarks adopted at the November 2010 annual continental symposium and illustrate how these values and principles can assist Chadian political parties in internal democracy implementation, coalitions building and conflict management. The workshop gathered 30 participants drawn from two coalitions namely the Cadre d’Action des Républicains (C.A.R.) and Opposition Démocratique (ODEM).

A high level meeting for political parties on EISA’s benchmarks took place on 8th November 2012. Delegates, including eight MPs, participated from 20 political parties. Among the 20 political parties 17 are represented in the National Assembly. During the discussion which followed the presentation of the benchmarks, participants commended EISA for producing them and stressed the need for party officials to be trained on the role of political parties in a democratic system as a means to tackle the challenge of the democracy deficit of political parties. At the end of the meeting, the participants agreed to support the benchmarks and include the trainings on the benchmarks in their national and local officials’ training plans. This support will also be conducted through official mails from the political parties.

### Capacity building manual

To assist political parties EISA developed a capacity building manual for political parties which was launched on the 7th November 2012 at a ceremony in N’Djamena. The ceremony was attended by 53 chairpersons and secretary generals of political parties, including 11 MPs and six local councillors, two of whom are mayors. The new manual deals with various sessions such as: democracy and party system, organisation and functioning of political parties, internal democracy, political marketing and public relations, to name but a few .

## PARTNERSHIPS

Working in partnership with other organisations and institutions is an integral part of EISA's approach. Partnerships enhance and add value to EISA's work and EISA continues to seek new partners and consolidate its relationship with current partners. During the year under review EISA-Chad has broadened its area of work in Chad through its partnership with Counterpart International, in the implementation of their "Chad Local Governance Strengthening Programme". This is a pilot programme limited to N'Djamena, on developing an introductory set of tools and resources to strengthen the capacity of local elected officials in the comprehension of their roles and responsibilities. EISA support to the partnership includes providing office space, updating EISA's publication entitled "Des élus locaux pour le Tchad: élections, rôle et fonctionnement des collectivités territoriales décentralisées" and providing an Arabic version of the manual to serve as Counterpart International's training manuals. EISA is also providing audio and pictorial representation of the manual for illiterate officials and inputting into the development of a 2-day training session per communes. EISA will also facilitate a number of training sessions. The conclusion of the programme in 2013, EISA Chad will conduct post training assessment and finalise the manual, taking into account feedbacks from participants.

## PREVIEW OF PLANS FOR 2013

- Parliamentary strengthening programme's activities including support to the women's parliamentary caucus. This is based on a work-plan and thematic areas to explore what were drafted with a committee of parliament and the executive staff of the women's caucus;
- Training political parties on EISA's benchmarks for democratic political parties and the implementation of the youth political leaders' capacity strengthening programme;
- Policy dialogue on the political parties-elected members interaction;
- Policy dialogue on the CSOs-Parliament interaction
- Voter education workshop on the key lessons drawn by EISA Chad from the past elections and in preparation for the next elections.



Workshop on International elections observation with CSOs- N'Djamena, 21 and 22 Sept 2012



Workshop on Party coalitions, intra and inter party conflicts- N'Djamena, 12 Oct 2012

# Kenya



**FELIX ODHIAMBO OWOUR**  
*COUNTRY DIRECTOR*



**ANGE MARIE NIJIMBERE**  
*FINANCE AND ADMINISTRATION  
OFFICER*



**MAGDALENA KIETI**  
*PROGRAMME OFFICER  
ELECTIONS AND PARLIAMENTARY  
STRENGTHENING*



**WILLIS OTIENO**  
*PROGRAMME OFFICER*



**FRED OUMO**  
*DRIVER*

# Field office report: Kenya

## OVERVIEW

Since opening its Kenya office, just over two years ago, EISA effectively contributed to the democratic process in this East African country through institutional strengthening for institutions working in the electoral and political process, technical assistance to electoral law reforms, assistance to citizen election observation groups and political party strengthening and support. EISA has also expanded its scope of interventions to include interventions with the Kenyan judiciary to enhance fair determination of electoral dispute resolution. The Institute has also engaged with the Political Parties Dispute Tribunal and the Judiciary Working Committee on Elections Preparations (JWCEP). The committee was appointed in 2012 to design and execute a programme to build the capacity of judges, magistrates and other judicial staff on electoral matters and suggest ways of working with other stakeholders.

Within the prevailing context, EISA-Kenya has implemented activities aimed at providing support to the electoral and political process. In particular, EISA has provided technical support to national organs of select political parties, enhanced the capacity of the National Conflict Management Panel, trained the Political Parties Dispute Tribunal and strengthened the capacity of the Office of the Registrar to be an effective administrator of the Political Parties Act.

Supported by the Department for International Development (DFID) and the Swedish International Development Cooperation Agency (SIDA), EISA has supported strengthening the electoral process, enhancing the capacity of the legislature to be more effective and strengthening the institutional capacity of political parties. The target institutions have since 2010 and the period leading to the run-up to the 2013 general elections been operating under a new legal framework occasioned by the promulgation of a new constitution and development of new laws to regulate the electoral and political process in the country. EISA has been instrumental in unpacking and aiding the institutions to realise their mandate within the new legal framework.

EISA-Kenya is also implementing a project entitled “Strengthening the credibility and integrity of the electoral and political process in Kenya 2012-2013”, funded by the Swedish International Agency for Development (SIDA) Kenya Office. The overall goal of the project is to strengthen the electoral and political process in Kenya and restore confidence and credibility in the electoral and political process. This project focuses on strengthening the capacity of the office of the Registrar of Political Parties and the Political Parties Dispute Tribunal to play an effective and constructive role in the electoral process, enhance prevention and resolution of electoral and political conflict through mediation; assist political parties develop policy positions and platforms that comply with the constitution and the Political Parties Act ahead of the

2012 general elections; and strengthen the capacity of both national and local legislatures to provide effective oversight, representation and legislative.

In the course of the year and in implementation of its activities, EISA developed constructive partnerships and collaborations with various state and non state actors which enhanced its profile as a key organization working on electoral and political processes. EISA was the civil society technical advisor on elections to the CSO Convened Kenya Presidential Debates Initiative which spearheaded discussions towards holding the first presidential debate in the history of Kenya. EISA also built partnerships with Kenyatta University School of Law which partnership will involve EISA expanding its scope of interventions to the academia.

The Kenyan state is poised to hold its general elections on the 4th March 2013. This will be the first elections after the post elections crisis of 2007/2008 that posed a serious stability challenge to the Kenyan state. It is also the first elections being held under the new constitution and guided by a new legal framework. The Constitution has also introduced six tiers of elections. The elections are also transitional in nature due to the fact that the incumbent president will not be contesting in the elections. EISA's work in consolidating democracy in Kenya and interventions on free, fair and democratic elections will be showcased during the general elections.

## ACHIEVEMENTS

### Conflict Management Panels (CMP) strengthened

In a bid to strengthen and enhance the regional conflict management panels EISA conducted strategic planning and mapping workshops for all the established regional CMPs. This signalled a new phase on EISA's engagement in conflict mitigation ahead of the general elections as it paved the way for deployment of the panellists. The output of the meetings was the development of action plans to guide their work ahead of the elections.



Magdalena Kieti guiding the development of CMP work plans during the strategic planning and mapping workshops for Nyeri CMP at the Green Hills Hotel, Nyeri (left), on 29th March 2012 and Embu CMP at the Panasic Hotel, Embu (right) on 30th March 2012





12th – 13th November 2012, Imperial Hotel, Kisumu: Kisumu Conflict mediation. Left, participants follow discussions during the mediation forum and right, Mr. Mukele (member of the national panel) addressing the participants.

Owing to the threats to peace posed by the heightened political environment ahead of the general elections, EISA deployed CMPs from four regions namely Embu, Nyeri, Kisumu and Nakuru to avert or deal with any arising conflicts. In the course of the deployment, the panellists held introductory meetings with the newly appointed County Commissioners, who were charged with, among other duties, ensuring peace in the counties. The panellists also mapped out the conflict prone areas as well as the situations likely to trigger electoral related conflicts and designed with joint strategies for their resolution, in the respective regions. The panellists also met with various political aspirants in their respective regions requesting them to assist in minimising possible election related conflict by calling for peace and abstaining from remarks that could trigger conflict during their campaigns. By having various meetings with the political aspirants who agreed to hold peaceful campaigns, the panellists, who are respected members in the respective regions, have greatly contributed to averting conflict especially during the campaign period. The panellists further ensured that peace during campaigns was maintained through keeping the politicians in check by monitoring their campaigns and consistently reminding them of their agreement to maintain peace.

While regional panels had been established and were able to play a role in their respective regions, EISA, in partnership with the Independent Electoral and Boundaries Commission (IEBC) identified and trained a panel of national election conflict mediators. The main success of the activity was the selection of high profile Kenyan personalities to serve on the panel. Besides being eminent personalities, the panellists also had a wealth of experience and demonstrable track record in conflict resolution, both in Kenya and globally. These include Maj. Gen (Rtd) Lazaro Sumbeiyu who mediated the Sudan Peace Talks; Prof Abdulgafur Abdulsaidy Chairman of the Supreme Council of Kenya Muslims (SUPKEM); Arch. Bishop Cornelius Korir of Eldoret Catholic Dioceses; Arch. Bishop Zacheus Okoth, Chairman of the Catholic Justice and Peace Commission (CJPC); Bishop David Gitari Rtd head of Anglican Church in Kenya; and Tecla Lorupe a renowned Kenyan female athlete and the head of the Tecla Lorupe peace foundation.

Under the SIDA grant, EISA also convened a consultative conflict mediation forum in Kisumu. The intervention was necessitated by incidents of conflict that had been reported in the town and the skirmishes involving two vigilante groups, the China Squad and the American Marines. The Mediation Forum was chaired by Archbishop Bishop David Gitari (a member of the national panellist) and was attended by representatives of the National Panel and the Kisumu CMP's. During the meeting the two groups identified the causes of their conflict and through mediation, spearheaded by the national panellists, agreed to amicably settle their differences. They accomplished this through coming up with a set of recommendations which they stated would enable them to peacefully coexist. Salient among these was attitudinal change especially in light of the information they had received regarding the roles of all players in prevention of electoral related violence. The forum further appointed representatives from the two groups who were mandated to continue dialogue, alongside the Kisumu CMP, to promote peaceful political activities.

#### *EISA/Judiciary relationship enhanced*

During this reporting period EISA was able to forge a working relationship with the Judiciary. The relationship was informed by EISA's expertise in electoral matters, and the overwhelming nature of electoral disputes the Judiciary would most likely deal with after the elections. In particular, EISA was invited by the Judiciary working Committee (appointed by the Chief Justice of the Republic to take the lead in developing synergies on the best strategies of resolving electoral disputes) to a consultative meeting. The objective of the meeting was for the two organisations to channel out potential areas of collaboration and support that the Working Group may need from EISA in fulfilling its mandate. Amongst the agreed areas of partnership were; assistance in developing election petition rules; training of judicial officers on electoral and political processes and dispute resolution; and research services on electoral related issues and best practises.

#### *Police department's knowledge of electoral processes enhanced*

Recognising the crucial role that the police department plays in contributing to a favourable electoral environment, at the invitation of the Office of the President of the Republic, EISA conducted training aimed at enhancing the knowledge of police commanders on the electoral



*29th – 31st August 2012, Enashipai Lodge, Naivasha: Strategy and policy development workshop for Democratic Party (DP): Mr. Felix Odhiambo (left) welcoming participants to the workshop and on the right, a group photo of the participants*





*8th – 10th July 2012, Sopa Lodge, Naivasha: Strategy and policy development workshop for the United Democratic Forum (UDF). Left honourable Musalia Mudavadi UDF party leader addressing participants during the workshop and right a group photo of the participants*

processes and offences as well as their role in the electoral process. A critical component of the training was to explore the maintenance of peace and security within the context of elections.

Action plans for key institutions (Office of Registrar of Political Parties (ORPP) and Political Parties Dispute Tribunal (PPDT) developed.

In a bid to strengthen the institutional capacities of offices working in the electoral and political process, EISA convened two meetings (one for each institution) for the ORPP and the PPDT. The meetings were aimed at development action plans to guide the work of these key institutions, especially in view of the critical role they play in the electoral process as well as the 2013 elections. As a result, the action plans developed are presently guiding the two institutions towards realisation of their respective mandates. In particular, the action plan developed for the PPDT has facilitated the institution in seeking funding from the state as well as other donors.

### Election process strengthened

- Draft Campaign Finance Bill 2012

EISA, in collaboration with the IEBC, and Centre for Governance and Development (CGD) convened a meeting aimed at reviewing the first working draft of the Campaign Finance Bill 2012. The meeting further aimed at coming up with a consolidated draft for purposes of generating a final draft for adoption. Discussions on the two day workshop thus centred on the core issues arising from discussions between the IEBC and the Commission on Implementation of the Constitution (CIC). In this regard, participants engaged in structured discussions on the Bill with the aim of coming up with a revised Draft Electoral Campaign Finance Bill. The meeting succeeded in developing a revised draft Campaign Finance Bill which was shared with the Committee on Implementation of the Constitution (CIC) for forwarding to parliament for approval. Development of this document represented a key milestone towards ensuring credible elections in the country.

- Elections Act Regulations

Having been instrumental in the development of the Elections Act 2011 EISA was part of the team selected to develop regulations to the Elections Act. The enactment of necessary regulations was necessary to give effect to its provisions. The team succeeded in identifying the necessary regulations that needed to be developed under the Elections Act; reviewing and improving on the zero draft of the regulations developed by the IEBC and strategising on the best way to regulate campaign and political financing in the country. The output of the meeting was the development of the draft Election Regulations 2012, draft Voter Education Regulations and draft Voter Registration Regulations subjected to further technical review by the team. These draft regulations were validated by electoral stakeholders and recommendations consolidated. The draft regulations were then submitted and passed, with some amendments, by the National Assembly.

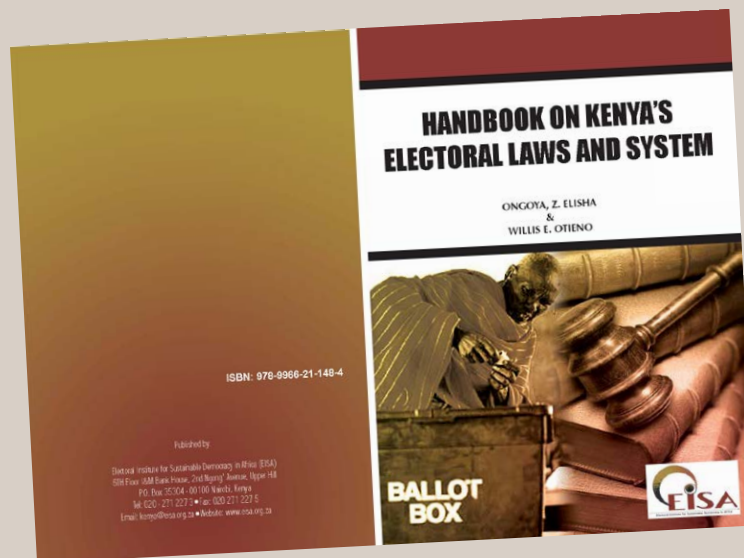
Recognising that having the relevant laws and regulations in place is only effective if they are implemented, EISA in partnership with the Coalition for Accountable Political Financing (CAPF) and the International Commission of Jurists (ICJ) - Kenyan Section convened a forum on the implementation of election related legislation. The briefing was informed by the need to regulate the campaign financing of political parties as well as independent candidates ahead of the elections. Specifically, the forum aimed at and succeeded in enhancing participant's understanding of the draft Campaign Finance Bill as well as examining the relation of electoral laws, the Elections and IEBC Acts, to campaign financing. This was with a view to ascertaining their impact on the Bill. The meeting succeeded in developing a position paper on the draft Bill which was shared with the relevant authorities.

- Electoral Handbook

EISA-Kenya launched the Handbook on Kenya's Electoral Laws and System, developed by EISA in the preceding year, on 19th September 2012. Among the participants to the launch were the main electoral sector players in the country, the British High Commissioner and the Head of SIDA, Kenya. Development of the book was termed as timely as it provided an invaluable one-stop reference to the electoral reforms undertaken in Kenya. It also provided an overview of the electoral system in Kenya and the structure of the functions of the key organ



*9th – 11th August 2012, Enashipai Lodge, Naivasha, development of action plan for the political parties dispute tribunal. Participants following discussions during the meeting*



responsible for electoral management in the country. The Handbook received overwhelming interest with many stakeholders requesting copies. The IEBC, for instance, requested 500 copies for their regional and constituency co-ordinators to facilitate voter education forums while the Centre for Multiparty Democracy requested 200 copies for political parties.

- Electoral advice

In recognition of EISA's continued work in support of the electoral process in the country, EISA staff were invited to make presentations at various meetings. Among these were the annual Jurist Conference where Mr. Willis Otieno, Programme Officer, presented a paper on "Gaps on Kenya's Electoral Legal Framework" and the annual Law Society of Kenya Conference where Mr. Felix Odhiambo, Country Director, presented a paper on "Electoral Dispute Resolution in Kenya 2013 elections. The presentations enriched the existing information resources of the organisation. Apart from the foregoing, EISA Kenyan staff were frequently consulted to give electoral expert opinion to both the print and electronic media. EISA staff also participated in several television programmes to give opinions and analysis on the electoral and political environment in Kenya preceding the 2013 elections.

### Institutional Strengthening of Political Parties

As part of the institutional strengthening support to political parties, EISA-Kenya conducted a number of workshops for various political parties. These parties were the United Republican Party (URP), United Democratic Forum (UDF), Democratic Party (DP), Alliance Party of Kenya, Orange Democratic Movement (ODM) and Ford-Kenya. The workshops discussed compliance with the election sector laws, party coalitions and review of party policy documents. They succeeded in development of various action plans to guide their work in preparation for the elections.

The above workshops provided an opportunity for EISA to further its dissemination of the continental Benchmarks for Democratic Political Parties. The political parties present were encouraged to make reference to the benchmarks in development of their various documents

and this was evident in the developed action plans. The other documents referred to include the constitution, manifestos and policy development. During the workshops, EISA demonstrated how the benchmarks could be used to enrich the party policy documents and make the party organs democratic and responsive.

In addition, EISA was presented with an opportunity to further disseminate the benchmarks through the East African Community (EAC) political parties' sensitisation workshop, which brought together leaders from all political parties registered in Kenya. During the workshop, which was aimed at sensitising political parties on the need to enhance internal democracy in their parties, EISA was given an opportunity to make a presentation on the EISA developed Benchmarks for Enhanced Political Party Performance for Democratic Governance in Africa. Following from the presentation, political parties were urged to use the benchmarks as a guide during this critical time as they develop their party documents, including the nomination rules and procedures.

#### Synergy Building Meetings for Political Parties Dispute Tribunal (PPDT) supported

As the premier and sole organisation providing support to the PPDT, EISA worked closely with the PPDT towards ensuring independence and continuity of the Tribunal. Towards this end, EISA succeeded in introducing the PPDT to its critical stakeholders namely, the political parties, and core potential donors, the Elections Donor Group. The meetings succeeded in appraising the parties on the work of the Tribunal and receiving commitment from the donors to support its work in the future. With the additional funding, the PPDT will be enabled to perform its duties more effectively not only in the run up to the elections but throughout the entire electoral cycle, ultimately enhancing democracy in political parties.

#### Political Parties Act (PPA) and Elections Act compliance checklists documented

EISA and office of registrar of political parties convened four forums aimed at development of a compliance checklist, with the PPA and Elections Act, for political parties. These forums were timely as they took place at a period when parties faced a lot of pressure to comply with the electoral related Acts. Accordingly, the forums identified and isolated a checklist of requirements that needed to be fulfilled in order to ensure compliance. These included provisions on party registration, membership recruitment, opening of branch offices, composition of the party governing body, party Constitution, revision of party nomination rules, keeping of records, sources and disclosure of party funds, limit of funding contribution, finance management, auditing and disclosure, procurement, party code of conduct, declaration before a general election, submission of nomination rules and procedures to the Commission, appointment of party agents, development and submission of party list, and holding of and postponement of election. The checklist has thus acted as a quick reference document for political parties in determining the compliance timelines imposed by the new electoral laws.

## OUTPUTS/OUTCOMES:

1. Capacity of CMPs ahead of the 2013 elections improved through development of action plans.
2. Electoral processes strengthened through support to the development of operationalising regulations for the election sector laws.
3. Enhanced understanding of electoral laws through development and dissemination of

the electoral hand-book to the various electoral stakeholders and training of the police department on the electoral process.

4. Improved institutional capacity of 6 political parties through support to development of party policy documents in compliance with the constitution and requisite laws.
5. Improved and timely compliance with the requisite legislation, by the political parties, through development of a compliance checklist with the Political Parties and the Election Acts.
6. Enhanced visibility of EISA through provision of crucial electoral advice ahead of the 2013 elections and through development of constructive partnerships with the JWCEP, police department, and the academia (Kenyatta University) in activity implementation.

## PREVIEW OF PLANS FOR 2013

The following activities will be undertaken in 2013:

- Deployment of mediators to the March 2013 elections
- Post election CMP evaluation workshop
- Political party agents training
- Training judicial officers on electoral dispute resolution
- Publication of a national guidebook on county governments
- Institutional support to the Office of the Registrar of Political Parties
- Development of a case digest for the Political Parties Dispute Tribunal
- Induction and training of members of the Kenyan Senate and staff
- Parliamentary support to key political parties represented in parliament
- Study tour to Ghana for the Judiciary Working Committee on Elections Preparations
- Assistance to citizen election observation groups
- Post election evaluation workshops with specific groups including the IEBC, the Registrar of Political Parties, and the Judiciary Working Committee on Elections
- Continued engagement with and strengthening of national organs of political parties
- Continued technical assistance to the Independent Electoral and Boundaries Commission

# Madagascar



**FLORENT KABONGO**  
COUNTRY REPRESENTATIVE  
(JANUARY TO OCTOBER 2012)



**LUCIEN TOULOU**  
COUNTRY DIRECTOR  
(SINCE OCTOBER 2012)



**AIMÉ KONAN KOUADIO**  
PROGRAMME OFFICER



**NIAINA RAMAROSHON**  
ADMINISTRATION AND FINANCE  
ASSISTANT



**MALALA RANOVONA**  
SENIOR PROGRAMME ASSISTANT



**TAFITANIAINA RAJAONARISOA**  
PROGRAMME ASSISTANT



**NIVOARIVONY ANDRIAMANANA**  
PROGRAMME ASSISTANT



# Field office report: Madagascar

## OVERVIEW

Against the background of the political crisis of the past few years and following the signing of the Roadmap in 2011, 2012 saw the establishment of transitional institutions, including a new Election Management Body, as a result of this Roadmap. The 2012 programmes contributed to the advancement of women in the electoral and democratic processes with the support to the Royal Norwegian Embassy notwithstanding the uncertainty of the political transition and delays in holding elections, and provided support to civil society organisations (CSOs) so that they meaningfully participated in the electoral process. This included technical assistance provided to them in election observation, voter sensitisation and education, as well as in conflict mediation. EISA also worked with political parties facilitating workshops on strengthening internal democracy and structures. These activities were supported by Danida, Swedish International Development Agency (SIDA) and the Swiss Agency for Development and Cooperation (SDC).

EISA also expanded its area of work broadening its programmatic scope and strengthening its work in the country with two additional programmes. The first project supports civil society's involvement in voter information and the second strives to increase Malagasy women's representation in politics and political life. Funding agreements with the European Union (EU) and the United Nations Democracy Fund (UNDEF) respectively were signed in December 2012.

A new Country Director was appointed in October and additional staff engaged to support EISA's increased programmatic interventions.

## ACHIEVEMENTS

### EMBs assisted in establishing Conflict Mediation Panels

In preparing for the forthcoming 2013 elections EISA commenced its work in supporting the National Independent Electoral Commission for the Transition's (CENIT) efforts in putting in place mechanisms to manage election related conflict. Consultative meetings were held with the CENIT and local Civil Society Organisations, laying the groundwork for the selection of trainers and the identification of conflict mediators. EISA designed and developed conflict management training materials to be distributed to trainers and future panellists. These include participants' handbooks and check lists for the mediation exercise. For the activity, EISA Madagascar is building on the EISA election Conflict Management Panel model introduced in other countries, such as Burundi, Chad, the Democratic Republic of Congo (DRC), Kenya, and South Africa. These panels will become operational in 2013.

## Citizens informed and educated on electoral participation

A voter education curriculum was developed in consultation with a local civil society network, the Komity Mpanaramaso ny Fifidianana/Comité National d'Observation des Elections (KMF/CNOE) whereafter core trainers were provided with the skills to facilitate train the trainer programmes in their own regions. In order to ensure maximum outreach, EISA supported the cascade model of training in 23 districts of seven regions of Madagascar. With the skills and support provided by EISA, 16 CSO trainers ran workshops in their different regions attended by 295 participants, including 156 men and 139 women. Through this cascade approach local capacity was strengthened, and the participants' facilitation skills and confidence in conducting voter education workshops was improved.

In addition, EISA signed a funding agreement with the EU Delegation in Madagascar in support of civil society's involvement in voter information and education for the voter registration process. Consultative meetings with participating CSOs were organised in December 2012 to ensure that all participating CSOs have a common understanding of the project which is being implemented under EISA's guidance and would be ready to roll out in 2013.

## CSOs capacity to effectively observe the electoral process enhanced

Leading up to the forthcoming elections and in support of contributing to a peaceful election, EISA conducted a workshop to build the capacity of local citizen observation stakeholders and provided them with exposure to international best practices and principles of international electoral observation. Training was conducted in Antananarivo from 19 to 21 September 2012 with 72 participants, including 45 women and 27 men. The workshop excited a great deal of interest and was attended by high level participants drawn from the CENIT, representatives of the Ministry of Home affairs, the President's Office, Members of Parliament, members of the VMLF (the women's network that EISA assisted in establishing) both at the national and regional level office, members of civil society, members of political parties and journalists.

Further to this, EISA responded to a request from CSOs involved in citizen observation for support in citizen observation mission planning and coordination. A workshop was held on 23 November 2012 on issues pertaining to electoral codes of conduct for non-partisan observers. 15 CSOs involved in citizen observation activities sent 28 representatives to this workshop, including 13 women. Through the workshop participants were familiarised with the role codes of conduct play in safeguarding the integrity, the non-partisanship character and credibility of election observation. CSOs at the workshop agreed upon and adopted a common code of conduct for all CSOs willing to share the same methodology in observing the upcoming general elections in Madagascar. The workshops also enabled CSOs to develop a common deployment plan for a nationwide citizen observer mission, which will include observers drawn from a wide range of CSOs and be able to observe all phases of the electoral process.

## Increased women's participation in politics supported

A conference entitled "Ainga iaraha-Mientana", on strategies to adopt for the success of the "movement 30-50%", took place on 1st March 2012 in Antananarivo. It was attended by 75 participants, including regional representatives of Vondrona MiraLenta ho an'ny Fampandrosoana



(VMLF) or Women's Movement in Politics for the Development of Madagascar, political parties, trade unions, associations such as women physicians, midwives, lawyers, inspectors of the treasury, sociologists, the Network of Women Ministers and Parliamentarians, women from various political parties such as: Arema, Ampela Manao Politika, TGV, Leader Fanilo, TIM, Green Party, the platform of women in politics and members of the network of women peacemakers. The main objective of this conference was to open the VMLF to other associations so that they can promote the movement 30-50% in these associations.

Several associations have been interested in integrating the movement 30-50% in their structures and have requested EISA'S support to assist them. A strategic planning meeting was held further on the 24th April attended by all 22 VMLF regional branches and the National Bureau. Each region has defined their strategy for engaging with other associations in their regions about the VMLF, its aims, objectives and activities. To date 73 associations have been introduced to the 30-50% Campaign including female work inspectors associations, members of the police force and spouses of male members of the police force, journalists and political parties countrywide.

### Capacity of local facilitators' strengthened

Over the past few years EISA has built capacity of local stakeholders to facilitate workshops to strengthen women's participation in decision-making processes. To strengthen these skills, EISA convened a workshop to upgrade the skills of facilitators who attended the previous EISA train the trainer programmes. This workshop also provided training on how to use the revised pagivolte toolkit developed the previous year. The pagivolte is a series of pictures through which key messages are transmitted through images telling stories of everyday life, making it easier to understand by the beneficiaries and their involvement in trade.

EISA trained 32 facilitators in the use of the pagivolte in a workshop held in Antananarivo. These facilitators are now able to use this tool alongside the other training material that they use. The use of pictorial imagery, namely pagivoltes, and conducting the course in and printing material in the Malagasy language has proved extremely successful at community level.



VMLF members trained on the use of the pagivoltes

## 30-50% Campaign Plans of Action supported

Besides supporting the “30-50% campaign” for increased women’s representation in the decision-making process in Madagascar, EISA monitored local women’s plans of action. One initiative worth mentioning is the capacity building workshop held for traditional leaders in the Brickaville district in the Atsinanana region in November 2012. The activity was supported by EISA for its originality and strategic nature as it is always through traditional authorities that candidates reach out to communities during the election campaign process. The workshop’s objective was to sensitise members of the community on the need to promote women’s participation in politics in their communities. The high turnout of the workshop illustrated widespread interest in the topic. While only 30 traditional leaders were invited, more than 40 eventually came from all over the district in spite of the old age of some of them and the long distance others had to travel. The workshop provided a unique opportunity for participants to learn more on gender parity and share views on the current women and men’s roles in traditional societies. Most participants expressed their worries vis-à-vis the changing roles of men and women nowadays and the impact on the traditional society. They also unravelled the challenges associated with this transformation and discussed their role in helping their communities respond to them constructively.

On another note, VMLF members drawn from the 22 regions of Madagascar gathered in Madagascar on 5-6 November 2012 for a consultative meeting to design a common strategy for the training sessions for VMLF women candidates for next elections, a project initiated and supported by EISA. The workshop provided an opportunity for VMLF members to discuss the association’s internal structural issues besides gathering suggestions from participants on how best to tailor the training sessions to their needs and also how to enrich the training manuals and handbooks being developed. This approach fostered a sense of ownership by VMLF members and a commitment to support female candidates for the general elections. The relationship between the national bureau and regional branches of VMLF were also discussed with a view to improving the lines of communication between these structures. A representative from the Ministry of Interior was invited to shed light on a few legal and administrative matters regarding VMLF’s registration. 31 women attended the workshop including 22 regional branch’s delegates and 9 members from the national bureau.

For the first time since the establishment of the VMLF in 2007, the national VMLF bureau and regional branches agreed on a set of resolutions to improve the relationship between the central and regional organs of the association. This included the decision that constitutions governing the national bureau and regional branches should be harmonised and a single constitution should be adopted. Participants also discussed preparations for the VMLF’s general assembly in March 2013.

## University students informed about gender issues and citizen participation

After successfully concluding an agreement with 5 universities, namely University of Antananarivoy, Antsiranana, Toamasina, Fianarantsoa and Toliara to include university students in the roll out of sensitising the public on issues of greater participation of women at all levels of society as well as greater citizen participation in governance issues, students have been trained in

the EISA “Strengthening capacity of women and youth to participation in decision-making processes”. From January 2012 the programme has been rolled out with 65 students and 11 lecturers from all five collaborating universities who attended a workshop in Antananarivo in June. Following the June capacity building workshop, participants, with the assistance of their lecturers who coached them, drafted a three month action plan. This plan included the names of universities or faculties where they will conduct sensitisation workshops, the dates of workshops and the topics they intend to cover. Based on these plans, EISA assessed the needs for each awareness workshop and provided technical, financial and logistical support. In addition participants have established the Association of Intellectuals for the Promotion of Gender Issues as a result of the training. A coordinator has been identified from amongst the students to promote gender issues in each of the four partner universities.

EISA is also in discussion with the University of Mahajanga in regard to possible collaboration. By and large, the Programme was able to achieve the establishment of a Gender Institute within the University of Fianarantsoa and the creation of the Association of Intellectuals for the Promotion of Gender Issues at each university.

Other activities undertaken included a meeting held on 22 November 2012 in Toamasina with members of the Intellectuals’ Association for Gender Promotion in the Toamasina province. This was meant to monitor the level of implementation of gender sensitization activities by Toamasina University students. One finding that came out of the interaction between EISA and the group was that the campaign has significantly contributed to the personal growth of the students involved in the project. Through the campaign, most of the students who reached out seemed to be more cognisant of the need to promote gender equality at university level although engaging with female Muslim students proved to be challenging. Most of these students refused to accept the notion that the only difference between men and women is merely biological and that both men and women should have equal social roles, rights, and responsibilities. Obviously, more specific action is needed to reach out to the Muslim



Members of the Association of Intellectuals for the Promotion of Gender issues during the capacity building workshop at Hotel Les Hérons 20-23 June 2012

community owing to religious based stereotypes of their members and taking into consideration the high number of students attending the Toamasina University.

## Registration of political parties encouraged and supported

Following a request to EISA from the Minister of Interior to assist the Malagasy government in enhancing political parties' awareness on the existing regulations for political parties, a high level meeting with all Malagasy political parties chaired by the Minister of Interior was sponsored by EISA on 17 December 2012. A total of 250 parties were represented. Following the meeting, more than 200 parties submitted their registration documents to the Ministry of Interior compared to only 6 before the EISA sponsored December 2012 meeting. The workshop was successful as a result of the number and the quality of participants, which included party leaders and most prominent officials of the Ministry of Interior. The overall objective of the workshop, which was to get more parties to submit their administrative registration documents to the ministry of interior before the January 2013 deadline, was also met. The workshop furthermore provided a channel of communication between parties and the administrative authorities, through which the former were able to expose the challenges they face in adhering to the country's framework for political parties. It went further as it disseminated information between the government and political parties, as well as helped a high number of parties to be fully aware of and comply with the legal requirements for the registration and functioning of political parties in Madagascar.

## Capacity of political parties to be inclusive, internally democratic and promote gender equity in party structures developed

EISA focused on building the capacity of political parties to strengthen their internal structures, in particular to be more internally democratic and inclusive, as well as to promote greater inclusivity of women. EISA also introduced its "Benchmarks for Democratic Political Parties in Africa" and a session was devoted to interrogating the contents of this document and how it can be applied to Madagascar. This was effective during a first workshop held in July attended by 12 political parties in Antananarivo, a second workshop in Toamasina in August attended by 10 political parties and a third in Mahajanga in September with 15 political parties. EISA monitors the promotion of gender equality in political parties by contacting each political party leader who has designated a focal point. Monthly contact is made with the focal point to monitor progress such as the number of women having positions in political parties as well as measures being introduced to promote gender promotion in the party.

## OUTPUTS/OUTCOMES:

- Key stakeholders' capacity (EMBs, political parties, CSOs) to play a constructive role in electoral processes and systems strengthened;
- Political parties capacitated to be more effective, democratic and inclusive of women and youth;
- Women are more informed about their human and democratic rights;
- Youth are well equipped to become active citizens and future leaders.

## PREVIEW OF PLANS FOR 2013

1. *Technical and financial* support to CSOs involved in voter information and education support workshops for CSOs countrywide;
2. Training political parties in poll watching in the run-up to the general elections;
3. Capacitate female candidates to stand as candidates during the general elections;
4. Provide technical support to the Gender Committee of the High Transitional Council for the adoption of a gender equity law before the elections;
5. Building capacity of elected members of parliament to input a gender perspective in legislative and policy-making institutions strengthened;
6. Train women MPs on oversight, law-making and representation;
7. In partnership with a consortium of international non-governmental organisations provide technical assistance to citizen observation organisations;
8. Conduct capacity building workshops and organise seminars for university students on gender equality;
9. Train women political party leaders on leadership, public outreach and conflict management;
10. Gather and disseminate relevant information on gender equality and women's participation in public affairs;
11. Ongoing advice to national electoral stakeholders and consultations with SADC leaders;
12. Undertake research, as well as provide briefings and technical advice to a wide range of national stakeholders and to the SADC's mediation and electoral assistance activities to Madagascar.

# Mozambique



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**MIGUEL DE BRITO**  
*COUNTRY DIRECTOR*



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**ANISSA IZZIDINE**  
*FINANCE/ADMINISTRATION  
OFFICER*



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**DITO CANAZACHE**  
*HOUSEKEEPER/OFFICE CLERK*



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**FRANCISCO LANGA**  
*DRIVER/ADMINISTRATION CLERK*



# Field office report: Mozambique

## OVERVIEW:

In 2012, the EISA-Mozambique Office implemented the following main programmes: (I) Support to Electoral Reform and (II) Support to the Institutional Capacity of Political Parties, under the ADS II Programme.

Under component I, the Mozambique Office contributed to and supported electoral reform efforts, led by the Mozambican Parliament, which aimed at revising the electoral legislation in Mozambique, as a result of shortcomings identified during the 2009 electoral process.

Under component II, the Mozambique Office worked with the three Mozambican parliamentary parties, namely Frelimo, Renamo and MDM (Democratic Mozambican Movement), to provide institutional capacity building assistance through funding of training and technical assistance.

A small action-research project on the situation of women in positions of leadership in Mozambique was initiated in 2012 with the support of the British embassy.

The EISA-Mozambique Office also contributed actively to the achievement of headquarters-based outcomes, such as support to SADC election work.

The programme was implemented in an intense political environment as political parties are preparing for local elections at the end of 2013 which will be a prelude to the 2014 general elections. The preparations are marked by the stepping down of Armando Guebuza, the current President, who will reach his constitutional term limit. During 2012, two of the main political parties with seats in Parliament held their national Congresses, and the dispute between the ruling FRELIMO party and the main opposition party, RENAMO, over the state of democracy in Mozambique reached a peak with threats by RENAMO to make the country ungovernable.

EISA's work in Mozambique is largely supported by the Department for International Aid (DFID), The Royal Danish Embassy (Danida), the Swedish International Development Co-operation Agency (SIDA) and the Swiss Agency for Development and Cooperation (SDC). In 2012 EISA also received a grant from the British High Commission in Maputo to conduct a baseline study to survey the situation of women in Mozambique with regards to positions of leadership both in the public and the private sector, in light of the 2008 SADC Protocol on Gender and Development.

## ACHIEVEMENTS:

### Electoral reform supported:

The very slow process of electoral legislation reform led by the Mozambican parliament continued in 2012, culminating with the approval of five electoral laws in December. The process was rife with fundamental disagreements between the two main parties in parliament, FRELIMO and RENAMO with the latter voting against the approval of the laws. EISA has actively supported the process from the outset 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 2012, EISA supported and facilitated a third retreat for the parliamentary committee in charge of electoral reform, where bottlenecks in the electoral reform process were deeply discussed with input from EISA experts. The retreat took place in March 2012 and discussed the composition and selection process of the Electoral Commission, which was the main issue of contention between the two parties.

Several proposals put forward by EISA found their way into the new legislation, namely:

- the requirement for timely and comprehensive publication of all Elections Commissions decisions and documentation,
- the setting of the election date for the first week of October,
- the inclusion of citizen observers (domestic observers) in the groups that are allowed to vote where they are deployed on election day,
- the clarification of the procedures for selecting the civil society candidates to the Elections Commission,
- the timely publication of the full list of polling stations, their code numbers and the number of registered voters in each polling station, and
- the elimination of the requirement for a residency certificate for parliamentary and local government candidates.

Through EISA's support the quality of electoral legislation improved through electoral reform workshops with the parliamentary committee in charge of electoral reform.

### Political Party Support:

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 funding of training and technical assistance, aims at strengthening the parties' internal capacities and their internal democracy.

In its support to FRELIMO, EISA funded:

- Extensive preparations for the party's 10<sup>th</sup> Congress, scheduled for September 2012. Specifically, between April and June EISA supported provincial party meetings in five of the country's eleven provinces, with a total of 1,775 participants, to elect the provincial delegates to the party Congress. In August, EISA also supported a preparatory meeting for the Congress involving all party provincial Secretaries for Organisation and Training.



- Also in August, EISA supported the training of 15 party officials in filing and digital archiving methods. The party archives were also provided with some modest IT and filing equipment and material.
- In the post-Congress phase, EISA supported a major national training event, involving 250 national and provincial Secretaries, as well as the leadership of the party's women's, youth and veterans leagues, in December 2012, where the Congress's decisions were disseminated and analysed.

In its support to RENAMO, EISA funded:

- The training of 500 party activists at district level in February 2012, as part of a process of revitalisation of the party's district structures.
- A meeting of 78 senior RENAMO officials in August 2012 to discuss the party's participation in the 2013 municipal elections, as well as to analyse the mid-year reports from the party's provincial structures.

In its support to MDM, EISA funded:

- A party leadership meeting to approve the documents and policies to be submitted to the party Congress, scheduled for 5-8 December.
- The party's first Congress, since the party's creation in 2009. The Congress was attended by more than 700 delegates from all the country's provinces, the party's leadership structures were elected and party strategies were approved for the upcoming 2013 municipal and 2014 national elections.

The internal capacity of these three political parties has been strengthened through the training of 765 party officials and activists. Their internal democracy was strengthened through extensive support for the preparation and election of delegates and the holding of party Congresses, involving more than 2,500 party militants.

## Project on Women in Positions of Leadership in Mozambique

With funding from the British High Commission in Maputo, EISA carried out a baseline study to survey the situation of women in Mozambique with regards to positions of leadership both in the public and the private sector, in light of the 2008 SADC Protocol on Gender and Development, which establishes among its objectives "to empower women, eliminate discrimination and achieve equality and gender equity through the development and implementation of legislation, policies, programs and projects." The Protocol states in nr. 1 of article 12 that member-states "shall endeavour that, by 2015, at least fifty percent of decision-making positions in the public and private sectors are held by women including the use of affirmative action measures".

This study included data on the position of women in Parliament, the Executive and Public Administration, Provincial Governments, Municipal Governments, the three political parties with seats in Parliament, the Justice sector, the Higher Education sector, the Media and the Private sector. Data collection was carried out in August and the first half of September 2012 and updated in October 2012 to take in consideration changes caused by the FRELIMO Congress and a government reshuffle. The study also examined a total of 2,000 decision-making and leadership positions in the selected sectors.

The main findings of the study are:

- Women are under-represented in all examined sectors: In all areas examined, numbers of women are inferior to those of men in decision-making and leadership positions. *Of all 2,000 positions surveyed, women occupy only a quarter (25.7%).*
- There are significant variations between the surveyed sectors: The Parliament is the sector with the largest percentage of women, with 39.2%, followed by the political parties with parliamentary seats, with 32.9%, and the Justice sector, with 24.7%. In the Private, Media and Academia sectors, women occupy only 17.8%, 19.1% and 17.5% of leadership positions, respectively.
- There are also differences within the examined sectors: Despite representing a significant portion of seats in Parliament, women still occupy a relatively small space in senior Parliamentary positions in general, with only 29%, but excel in the category of Parliamentary Group Leader, in which they represent 66.6%. In the Justice sector, the second largest representation of women by sector, women outnumber men only in the category Provincial Attorneys-General, with a percentage of 54.5%, but the overall position within the sector is only 24.6%.
- Women are scarce in business, media and academic decisions.
- Political leadership remains a male domain: The leadership of the three parties represented in Parliament is dominated by men. No woman holds the position of President or Secretary-General in any of the three parties and women hold only 32.9% of senior leadership positions.

The study will be launched in March 2013, and will be used for a number of advocacy activities to improve the situation of women at leadership level. **This study has increased the knowledge of the situation of women in positions of leadership in Mozambique.**

## Support to Citizen Observation

The EISA Mozambique office assisted the Electoral Observatory, a coalition of domestic observation organisations, in conducting a full parallel count in the municipal by-election in the city of Inhambane on April 18 2012. The parallel count covered all 54 polling stations and the processing of results was concluded by midnight, 6 hours after the closing of the polls. The parallel count results confirmed the official results released later on April 19 by the EMB. There were only two parties competing in the election: the ruling Frelimo party, which won the election, but went from 91% in 2008 to 78.5% in 2012, and the newcomer MDM, which got 21.5% of the vote, against 9% that the combined opposition obtained in 2008.

## Outputs/Outcomes:

1. Quality of electoral legislation improved through electoral reform workshops with parliamentary committee in charge of electoral reform.
2. Internal capacity of three political parties strengthened through the training of 765 party officials and activists trained.
3. Internal democracy of the three political parties strengthened through extensive support for the preparation, election of delegates and holding of party Congresses, involving more than 2,500 party militants.

4. Increased knowledge of the situation of women in positions of leadership in Mozambique.
5. Transparency and credibility of elections increased through parallel vote counting in one municipal by-election.

## PREVIEW OF PLANS FOR 2013:

1. Electoral Process:
  - a. Support the process of selecting civil society representatives for the new EMB at national, provincial and district/city levels.
  - b. Train political parties and media on new electoral legislation and well on coverage of elections.
  - c. Train political party trainers for electoral party agents and monitors.
  - d. Train new EMB on stakeholder management.
2. Political Party Support:
  - a. Continue to implement the party capacity-building work-plans.
  - b. Disseminate the Benchmarks for Democratic Political Parties.
3. Women in Positions of Leadership:
  - a. Launch study.
  - b. Initiate advocacy actions within sectors with the least representation of women in leadership positions.

# Zimbabwe



VICTOR SHALE  
COUNTRY DIRECTOR



PHILLIP MUZIRI  
PROGRAMME OFFICER



GAMUCHIRAI MATSHEZA  
FINANCE AND ADMINISTRATION  
OFFICER



SHINGIRAI MUTANDWA  
DRIVER



MARIA MATOGO  
HOUSE KEEPER



NICHOLAS CHIZANGO  
SUPPORT STAFF

# Field office report: Zimbabwe

## OVERVIEW:

Pursuant to the Memorandum of Understanding (MOU) entered into with the Zimbabwe Electoral Commission (ZEC) in September 2011, EISA has over the past 12 months provided technical assistance to ZEC in order to enhance its management of the electoral process. The project specifically aims to assist ZEC in the implementation of some of the components of its Five-Year Strategic Plan. As part of the preparations for the forthcoming referendum on the new constitution and harmonised elections, EISA and ZEC jointly planned and agreed on a set of activities to be implemented throughout 2012. Building on achievements of the previous year, considerable progress was made in implementing the project during the year under review.

This progress, made on the back of the slow constitution making process delayed the holding of the constitutional referendum and ensuing elections, leading to the postponement of several activities. Following the completion of the draft constitution, under the auspices of the Constitution Parliamentary Committee (COPAC), the principal political parties (Zimbabwe African National Union Patriotic Front (ZANU-PF), Movement for Democratic Change-Tsvangirai (MDC-T) and Movement for Democratic Change-Mutambara (MDC-M) to the Global Political Agreement (GPA) undertook internal consultation and review of the draft constitution. The lack of consensus on key clauses in the draft constitution resulted in delays in holding the referendum.

During the period under review, EISA supported ZEC in a number of activities that have contributed to a broader goal of having a transparent and inclusive electoral process in Zimbabwe.

This report highlights the achievements made through the implementation of activities in four thematic areas during the 2012 period.

## ACHIEVEMENTS:

Building on the achievements since opening the office in Zimbabwe in 2011, EISA continued to strengthen the relationship between ZEC and stakeholders and increased opportunities for constructive dialogue among all electoral stakeholders in Zimbabwe.

## Election conflict management enhanced:

In its support to ZEC in managing electoral conflicts two major events were held during the reporting year, one internal to ZEC and the other involving other statutory and non-statutory public bodies bringing together the different bodies tasked with managing various societal conflicts. A further intervention has been the assigning by the Zimbabwe Republic Police of two senior police officers at the rank of Assistant Commissioner of Police (ACP) to deal directly with ZEC on all election related matters. The two police officers are the link between ZEC and the police headquarters as well as the provincial and district based police leadership. Under this arrangement, the police will be involved in all planning and initiatives working towards combating violent conflict prior to, during and after the referendum and elections.

Attended by 45 Commissioners, Directors and Provincial Electoral Officials in conflict management, the workshop content included a conceptual understanding of conflict, its manifestations, causes and management strategies. The second event provided an opportunity to strengthen the relationship between ZEC and statutory and non-statutory institutions charged with the management of various conflicts in Zimbabwe, at a roundtable that was convened on the 19th June 2012 between the ZEC, the Joint Monitoring and Implementation Committee (JOMIC), the Organ on National Healing, Reconciliation and Integration (ONHRI), the Zimbabwe Human Rights Commission (ZHRC) and the Zimbabwe Republic Police (ZRP). This was the first meeting of its kind between these institutions since the signing of the Global Political Agreement (GPA) in 2008. This roundtable afforded these institutions an opportunity to explore synergies in managing election related conflicts in the run up to the referendum and elections in Zimbabwe given that all these institutions have conflict management as part of their mandate. After sharing their mandates and plans in regard to



managing potential conflict in the run up to the referendum and the forthcoming elections, stakeholders agreed on the identification of common areas of interest and future cooperation. The roundtable culminated in the creation of a Joint Committee consisting of officials from all the institutions mentioned above. This Committee now coordinates the conflict management efforts of these institutions.

### Interaction between political parties and ZEC strengthened:

The Electoral Law provides for the establishment of Multiparty Liaison Committees (MPLCs) after the proclamation of the election by the State President. The purpose of these MPLCs is to facilitate and promote regular interaction between political parties and the election management body (EMB) during the election period at national and sub-national levels. As MPLCs are an effective platform for political parties and ZEC to discuss election related matters, clarify issues of concern and provide parties with regular updates on the election progress, they assist in preventing and managing election conflict.

Rather than wait until the proclamation to begin a dialogue with political parties, ZEC, supported by EISA, initiated communication with political parties to lay the groundwork for the establishment of the MPLCs following the proclamation. This included convening consultative meetings to keep political parties abreast with development in the election field and conducting capacity building programmes in relation to conflict management. A successful conflict management capacity building training was conducted after consultation with 20 party secretary-generals for their respective Directors of Elections.

Besides acquiring knowledge on conflict management, participants from different parties were also able to establish rapport with each other and this was a major achievement of the workshop.

Participants came from the following political parties:

- African National Council (ANC ZIM),
- African National Party (ANP),
- Democratic Alliance United People's Party (DA-UPP),
- Free Zimbabwe Congress (FZC),
- Mavambo Khusile Dawn (MKD),
- Movement for Democratic Change (MDC),
- Movement for Democratic Change- 99 (MDC 99),
- Movement for Democratic Change- Mutambara (MDC-M),
- Movement for Democratic Change-Tsvangirai (MDC-T),
- Mthwakazi National Party (MNP),
- Multiracial Congress of Democrats (MCD),
- Patriotic Union of Matebeleland (PUMA),
- Progressive & Innovative Party Movement of Zimbabwe (PIMZ),



- Rebuilding Party of Zimbabwe (RPZ),
- United Peoples Party (UPP),
- Voice of the People (VP),
- Zimbabwe African National Union (ZANU-NDONGA),
- Zimbabwe African National Union (Patriotic Front) (ZANU-PF),
- Zimbabwe African Peoples Union (ZAPU),
- Zimbabwe African People's Union Federal Party (ZAPU-FP).

## Members of Parliament Briefed on the Electoral Process

As part of ZECs outreach drive, two briefing sessions were organised for the two houses of Parliament (Senate and National Assembly) of Zimbabwe in 2012. The objective of the briefings was two-pronged. Firstly, Members of Parliament (MPs) are a critical constituency in the management of election related conflict given their influence at the grass-roots level and are expected to play an important role in the mitigation of election related conflict both in the MPLC structures and in their individual constituencies. Secondly, the briefings promoted awareness on the progress in the electoral process as a whole. MPs were provided with information pertaining to the electoral reforms and aspects which may pose challenges to the process. MPs were therefore encouraged to help fast-track the electoral related matters which come before them so as to accord ZEC time to prepare for the referendum and elections.

## Civic and voter education supported

Building on the support in the previous year, EISA continued to support ZEC in reaching out to electoral stakeholders to provide them with updated information on election issues. 2012 saw the production of materials in collaboration with civil society organisations (CSOs) including political parties. It also saw capacity building training for ZEC and CSOs in the voter education programme that had been developed in 2011 with input from all stakeholders. One thousand (1,000) voter education guides, one hundred and fifty nine thousand (159,000) posters and five hundred and two thousand (502,000) pamphlets were produced, printed and distributed country-wide in 2012. The posters were produced in six main languages, namely Shona, Ndebele, English, Venda, Sotho and Tsonga.

To enhance the capacity of ZEC personnel in conducting voter education, using the voter education guide developed in collaboration with CSOs and political parties, 85 participants consisting of 10 Provincial Election Officers, 62 District Election Officers and 13 Provincial Voter Educators were trained. Using a train-the-trainer methodology, 98 participants representing 40 NGOs and FBOs from across the country were trained at two different workshops. The majority of these CSOs are affiliates of the three main CSO umbrella bodies namely, the National Association of Non-Governmental Organisations (NANGO), The National Association of Societies for the Care of the Handicapped (NASCOH) and Zimbabwe Election Support Network (ZESN).

This is a major breakthrough as in past elections there has not been a systematic approach to voter education where ZEC took sole responsibility for conducting their voter education and CSOs carried out their own voter education programmes, whose content was often not in concert with ZEC's. As a result of the collaborative efforts, CSOs now have a sense of ownership of the electoral process.

## Interaction with the media sector strengthened

As the media plays a crucial role in providing information to the population during elections and cognisant of the fact that the media in previous elections has not been perceived in a positive light by members of the public in previous elections, one of the key priorities for EISA in 2012 was to foster the relationship between the media and ZEC. A consultative workshop between ZEC and the media was organised at the beginning of the year where ZEC and representatives of the media could engage with each first hand. The discussion highlighted the key challenges to the media which includes provision of effective coverage of an election in terms of accurate information. A number of areas were highlighted by participants regarding election reporting including, the ability to impartially analyse and explain election issues, provision of equitable access to all candidates and parties, freedom of access to information and the freedom to disseminate the information, the need for professionalism and adherence to media ethics as well as effective laws to control abuse of the media.

Recognising that decisions on what gets published in the newspapers is not made by journalists but by the media executives, a roundtable between the executives and editors of all media houses in Zimbabwe and ZEC was organised. The roundtable was also attended by the Zimbabwe Media Commission (ZMC) and the Broadcasting Authority of Zimbabwe (BAZ). The roundtable was a success as it proposed concrete solutions on how ZEC and the media would cooperate throughout the electoral process. Areas of cooperation that were agreed on included information sharing on all ZEC activities using a group/block mailing system for wider publicity, collaborating to enhance the quality of the ZEC website by sharing expertise such as on-line editing and general IT expertise to improve the capacity of the ZEC IT department, linking the ZEC website to the media websites and to other local and international websites which have more traffic so as to ensure a higher number of visitors to the ZEC website and collaborating in developing the training content for the journalists to ensure adequate coverage of the referendum and elections.

This was the first meeting of its kind and contributed positively to the building of strong relationships between the media and ZEC. This workshop and ensuing consultative meetings have contributed to gradually improved relationships between ZEC and the media which had hitherto been very poor. Both ZEC and the media have agreed to have regular and systematic election information updates through press conferences and meetings with the editors associations of Zimbabwe.

A broad cross section of media representatives participated as outlined below, reflecting the wide outreach that this initiative has been able to achieve.

STATE MEDIA	PRIVATE MEDIA
<b>Electronic</b>	
Zimbabwe Broadcasting Holdings (ZBH): Zimbabwe Television, ZTV Channel 2	Zim FM
Radio Stations (ZBC): Power FM, Radio Zimbabwe, Spot FM, National FM, Star FM	
<b>Print</b>	
Zimbabwe Newspapers (Zimpapers): The Herald, The Sunday Mail, The Chronicle, The Sunday News, H-Metro, B-Metro, Manica Post	Alpha Media Holdings: News Day, Zimbabwe Independent, Sunday Standard
New ZIANA: Chaminuka newspaper, Pungwe Newspaper, Nehanda Guardian newspaper, Telegraph Newspaper, Indosakusa newspaper, The Times newspaper, Ilanga newspaper and Star newspaper.	The Financial Gazette (Pvt) Ltd: The Financial Gazette
	Associated Newspapers: Daily News, Daily News on Sunday

### Outputs/Outcomes:

1. Increased opportunities for constructive dialogue between the Zimbabwe Electoral Commission and electoral stakeholders including civil society and faith based organisations, political parties and the media.
2. Increased knowledge of the electoral process by stakeholders through the design and dissemination of a comprehensive Voter Education Guide and relevant voter education material.
3. Internal capacity of selected stakeholders increased to deliver voter education workshops to their respective constituencies.
4. The media updated and informed about electoral developments.

### PREVIEW OF PLANS FOR 2013:

- Conflict Management workshop on regional experiences,
- Support to Multi-Party Liaison Committees,
- Training political party agents on poll watching,
- Launch the political parties' code of conduct,
- Voter education workshops and material dissemination,
- Training political parties on internal functioning, leadership and organisational skills,
- Training media practitioners on conflict-sensitive reporting, and
- Technical support to increased capacity to ZEC personnel on elections.

# Operations



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**MS ILONA TIP**  
*OPERATIONS DIRECTOR*



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**JUNIOR MUKE**  
*PROJECTS COORDINATOR FIELD  
OFFICE SUPPORT*

# Library and publications



**JACKIE KALLEY**  
SNR LIBRARIAN AND  
PUBLICATIONS OFFICER



**BETH STRACHAN**  
LIBRARIAN



**MARIE REYNEKE**  
LIBRARIAN



**MIKE MOLEFE**  
LIBRARY AND PUBLICATIONS CLERK

# Information, communication and technology



**ALKA LARKAN**  
SENIOR PROGRAMME  
OFFICER



**DEANE STUART**  
RESEARCHER



**IRENE MABOEA**  
SUPPORT TECHNICIAN

# 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*



**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	2012 R	2011 R
<b>ASSETS</b>		<b>47 621 163</b>	<b>38 311 228</b>
Non - current assets		11 868 637	10 560 503
Property and equipment	3	11 868 637	10 560 503
Current assets		35 752 526	27 750 725
Trade and other receivables	4	1 025 952	1 136 588
Accrued income - grants	5	759 849	345 850
Cash and cash equivalents	6	33 966 725	26 268 287
<b>TOTAL ASSETS</b>		<b>47 621 163</b>	<b>38 311 228</b>
<b>RESERVES AND LIABILITIES</b>		<b>47 621 163</b>	<b>38 311 228</b>
Accumulated fund		16 290 885	15 849 610
Operating fund		6 580 679	8 291 212
Retrenchment fund		1 875 776	1 616 989
Revaluation reserve fund		6 893 021	5 000 000
Sustainability reserve fund		941 409	941 409
Current liabilities		31 330 278	22 461 618
Trade and other payables	7	695 298	918 923
Deferred income - grants	8	29 503 049	18 401 071
Deferred income - other	8	129 304	129 304
Provision for leave pay	9	433 274	628 038
Provision - general		388 806	1 015 348
Amounts refundable	10	180 547	1 368 934
<b>TOTAL RESERVES AND LIABILITIES</b>		<b>47 621 163</b>	<b>38 311 228</b>

# EISA

(ASSOCIATION INCORPORATED UNDER SECTION 21)

REGISTRATION NO. 1996/008257/08

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2011

	Notes	2012 R	2011 R
<b>Income</b>		<b>60 815 903</b>	<b>75 706 440</b>
Gross profit on services		2 087 271	1 831 467
Consulting income		-	684 490
Earned income		3 547 888	2 769 324
Less: Direct expenses		(1 460 617)	(1 622 347)
Grants	11	58 054 881	70 985 858
Foreign exchange gains		-	2 040 562
Interest received	12	329 638	256 304
Assets recouped from projects		-	226 434
Profit on sale of an asset		47 238	494
Rent received		255 389	235 382
Sundry income		41 486	129 939
<b>Expenditure</b>		<b>62 267 649</b>	<b>75 692 930</b>
Operating expenses		3 018 255	2 343 754
Foreign exchange loss		438 626	-
Salaries and contributions	13.3	4 319 944	5 229 849
Interest paid	12	-	43
Leave pay provision		-	62 270
Retrenchments		446 328	-
Project expenses not Recoverable		23 783	481 804
Project expenses		54 020 713	67 052 590
<b>Other Comprehensive (Loss)/Income</b>		<b>(1 451 746)</b>	<b>13 510</b>
<b>Other Comprehensive Income</b>			
Revaluation of building		1 893 021	-
<b>Total Comprehensive income</b>		<b>441 275</b>	<b>13 510</b>

# Staff members

## EISA - JOHANNESBURG

- Alka Larkan
- Beth Strachan
- Catherine Musuva
- Cecile Bassomo
- Deane Stuart
- Denis Kadima
- Dieudonne Tshiyoyo
- Dipti Bava
- Ebrahim Fakir
- Eralda Vahidi
- Funanani Nemaheni (intern)
- Grant Masterson
- Ivy Pillay
- Ilona Tip
- Irene Maboea
- Jackie Kalley
- Junior Muke
- Karen Ogle
- Leah Maina
- Maria Hooper
- Mathembi Mehlomekhulu
- Maureen Moloji
- Mike Molefe
- Naphtaly Sekamogeng
- Naromba Kaba
- Ngakong Mokonyane
- Ntokozo Ngidi
- Olufunto Akinduro
- Peter Maje
- Pontsho Motaung
- Robert Gerenge
- Sydney Letsholo
- Usha Kala
- Vincent Tohbi
- Waseem Holland (intern)
- Yvette Walljee
- Zahira Seedat

## EISA - CHAD

- Lucien Toulou
- Aime Konan
- Baidessou Soukolgue
- Hikmat Adbramane
- Angele Mayanager Mobeti
- El Hadj Souleiman Ndinga

## EISA - KENYA

- Felix Owuor
- Magdalena Kieti
- Willis Otieno
- Ange Marie Nijimbere
- Fred Oumo

## EISA - MADAGASCAR

- Florent Kabongo
- Malala Ranovona
- Niaina Ramaroshon
- Aime Konan Kouadio
- Tafitaniaina Rajaonarisoa

## EISA - MOZAMBIQUE

- Miguel de Brito
- Anissa Izzidine
- Dito Canazache
- Francisco Langa

## EISA - ZIMBABWE

- Victor Shale
- Phillip Muziri
- Gamuchirai Matsheza
- Shingirai Mutandwa
- Maria Matogo
- Nicholas Chizango

# EISA Donors 2012

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- Norwegian Ministry of Foreign Affairs (NMFA)
- Swedish International Development Co-operation Agency (Sida)
- Swiss Agency for Development and Cooperation (SDC)



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Electoral Institute for Sustainable Democracy in Africa