

Annual Report
2013



Electoral Institute for Sustainable Democracy in Africa

Annual Report

2013

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 and Parliamentary Support
- African Peer Review Mechanism

EISA's head office is based in Johannesburg, South Africa. In 2013 EISA had five field offices, namely, Kenya, Madagascar, Mali, Mozambique and Zimbabwe.

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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

The Board recognises the commitment of EISA staff and management, under the leadership of the EISA Executive Director, who have worked extremely hard over the past year to fulfil EISA's strategic goals, meet key institutional milestones and offer a professional service, extend the Institute's outreach, strengthen its current partnerships and identify new partners and areas of engagement.

The events over the past year have been extremely challenging for our continent, with the year opening with the collapse of the Central African Republic and closing with tensions in and concerns of an escalating civil war in South Sudan. Somalia, spilling over into Kenya, continues to face attacks from Al-Shabaab, Boko Haram is actively causing havoc in Northern Nigeria, Libya's security situation has further deteriorated and Egypt has not yet reached the stability that was hoped for following the earlier regime changes. Instability on our continent continues to remain a concern as the people of this continent bear the brunt of any instability. In addition to these politico-military crises, the Western part of the continent has faced a deadly Ebola epidemic with tens of thousands of dead people and the situation is not yet under control. Ebola has led to the postponement of some of the elections in the affected countries.

At the same time 2013 saw 15 elections being conducted on the continent. The elections in Mali, Kenya, Zimbabwe and Madagascar were critical elections. In Madagascar, the elections brought an end to a long-winded transition process and the reinstatement of Madagascar's membership of the African Union. In Mali the elections were aimed at ending the crisis resulting from the war in the North of the country and the subsequent military coup. The elections in Kenya and Zimbabwe were aimed at bringing back normalcy after the establishment of power-sharing arrangements between the main political parties or alliances following post-conflict elections. Furthermore 2013 marked another milestone in Zimbabwe's electoral history when the country held a constitutional referendum in March 2013 and the harmonised elections (Presidential, Parliamentary and Senatorial as well as council elections) in July 2013.

Within this context EISA has tirelessly continued to offer a professional service and to bring national, sub-regional and continental stakeholders together to consolidate peace and democracy in Africa. EISA has been able to consolidate and strengthen its relationships with its partners. This is evidenced in that EISA was privileged to have His Excellency, Chief Olusegun Obasanjo, former President of Nigeria, deliver the keynote address to the 7th Annual Symposium and the Right Honourable Raila Odinga, former Prime Minister of the Republic of Kenya deliver the keynote addresses to the 8th Annual Symposium.

In addition EISA's Journal of African Elections, the only accredited election journal in Africa, published 3 editions in 2013 distributed to over 220 partners and stakeholders including university libraries, Election Management Bodies, Academics, Civil Society Organisations, political parties and government institutions. EISA's website excites great interest with 4,442,657 website hits over the past year. EISA staff attended over 30 events nationally, regionally, continentally and globally both as participants and presenters, using these opportunities to share experiences and lessons learned.

It has been my privilege to serve as the Chairperson of the EISA Board of Directors for another year, and I am most grateful to my fellow EISA Board members who continue to provide ongoing advice and support to the Institute. EISA could not have had the successes it has over the past year without the much valued and appreciated support of its donor members.

The EISA Board of Directors, Executive Director and his team of dedicated staff look forward to the challenges and opportunities of 2014.

AL Thoahlane

EISA Board Chairperson

December 2013

Directorate



DENIS KADIMA
EXECUTIVE DIRECTOR



MS ILONA TIP
OPERATIONS DIRECTOR



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

Executive director's message

EISA has had a productive and successful year during which it continued to implement its multi-year strategic plan efficiently and with great dedication to ensure that the institutional goals are effectively met. In pursuance of its commitment to supporting the democracy building processes in Africa, EISA implemented programmes at continental, sub-regional and national levels.

At national level, EISA's Field Offices had an extremely busy year with elections being held in Kenya, Madagascar and Zimbabwe. In Kenya, learning from the failure of the 2007 elections and the ensuing violent political crises, EISA focused on three areas of support. Firstly supporting the electoral process through the prevention of election related violence, strengthening the capacity of party agents in poll watching and enhancing the capacity of the judiciary to manage electoral disputes swiftly and with credibility. The second area of EISA's support was strengthening the institutional capacity of political parties working with parties from the coalition backing the President of the Republic and the coalition formed around the Prime Minister as well as from the opposition coalition particularly in the area of post-election evaluation and training workshops. Thirdly EISA supported legislative strengthening through providing induction training for the Senate Members and staff as well as Senate Committees. Additionally the newly created county governments were supported by the Institute through development and dissemination of a "Guide to Mandates and Procedures of County governments in Kenya".

Nearly five years of political crisis following the removal from office of former President Marc Ravalomanana, post-conflict presidential and legislative elections took place in Madagascar in 2013 constituting a critical step towards the return to constitutional order, long term economic recovery, and political stability for the island. EISA contributed significantly to the successful conduct of these elections through a wide range of support to civil society organisations including in voter education, political parties in poll watching and in particular, building on its sustained work in Madagascar since 2007 and through its diverse forms of engagement with women's organisations, female candidates, political parties and party leaders, voters and political authorities. EISA introduced its Conflict Management Panels working with the United Nations Development Programme (UNDP) and the Independent National Electoral Commission for the Transition (CENI-T) where CSOs mediators were trained and deployed by EISA working hand in hand with electoral authorities and security forces in an effort to respond timely and effectively to any potential threats of conflict and violence impacting on the successful conduct of the elections.

EISA's Mozambique office provided support to the electoral process through its participation in the selection process of the new National Electoral Commission, training of citizen observers and journalists on observation of voter registration and coverage of electoral processes as well as support to strengthening the institutional capacity of the three Mozambican parliamentary political parties. EISA also participated in the municipal elections held on 20 November at multi levels including strengthening the capacity of political parties to monitor these elections, supporting citizen observation, including in the contact of sampled quick count also known as parallel vote tabulation (PVT) and deploying an EISA Technical Election Observer Mission. To facilitate the flow of information, data and news to the public, EISA set up a dedicated website and Facebook page focussing on the Mozambican 2013 elections.

During the year under review, the EISA Zimbabwe office continued to provide support to the Zimbabwe Electoral Commission (ZEC) and electoral stakeholders. There was a consolidation of the strategic partnerships between ZEC and key stakeholders, as well as the enhancement of the capacity of all role players in the electoral process. This has included support to ZECs outreach programme through voter education, billboards and dissemination of information and supporting consultative meetings and information exchange with political parties and the media in order to hold peaceful and all inclusive referendum and electoral processes.

In 2013 EISA opened two field offices: in Bamako in the Republic of Mali in May, and in Mogadishu in the Federal Republic of Somalia in November. Since opening its office in Mali in May 2013, EISA-Mali conducted two programmes, "Strengthening the Multi-Party Liaison Committees" and putting in place EISA Conflict Management Panels in preparation for the 2013 elections. These programmes contributed to easing tensions among the competing political parties and candidates, and to the peacefulness of the electoral process.

The EISA Somalia programme will focus on support of the political transition. The two months that it has been operational during this reporting period, the groundwork was laid for the project to take off with vigour in 2014.

EISA successfully organised two highly relevant continental Symposia in Johannesburg, namely the 7th annual continental symposium held in March entitled "Two decades of election observation in Africa: Lessons learned, role, performance and impact on democracy building" and the 8th annual continental symposium held in July under the theme "Understanding the causes and consequences of political party alliances in Africa".

EISA's Elections and Political Processes department was involved in all 15 elections that took place in Africa in 2013, providing technical support to the African Union and regional economic bodies (RECs) such as the East African Community (EAC), the Southern African

Development Community (SADC) and the Common Market for East and Southern Africa (COMESA), and by deploying EISA's own election observation missions to a number of countries. As part of its election assessment and documentation initiatives, EISA also deployed six pre-election assessment missions to selected countries as well as expert teams to assess the critical elections in Kenya and Mali and a fully-fledged EISA observer mission to the elections in Madagascar.

After engaging in a process of internal restructuring in 2012 when the EISA Political Parties and Parliamentary Programme became a fully-fledged programme of its own at Head Office, the new Department spent considerable time preparing a sustainable base for the future of the programme and conceptualising new activities through extensive programme development and fundraising. EISA also introduced a new approach to its support to Political Parties by specifically targeting women and youth within parties, as beneficiaries.

EISA strengthened and expanded its work in support of the African Peer Review Mechanism (APRM), which celebrated a milestone 10 years since its launch in 2003, working closely with the continental APRM structures as well as key civil society and state partners during 2013 to re-energise the discussions around governance and the role of multiple stakeholders in society in promoting accountable and transparent governance practices in APRM member states.

EISA's success this year is the result of the commitment and professionalism demonstrated by our staff both at Head Office and in the Field Offices where they have ensured that EISA continues to make a meaningful contribution to peace and stability on our continent. The Board of Directors continues to provide insight and advice and constructively supports the Executive Director, Management Team and staff, for which we are most grateful.

Our sincere appreciation goes to our partners at national, sub-regional, pan African and global levels. We are indebted to our donor partners without whose support, 2013 would not have been the successful year that it has.

Denis Kadima

Johannesburg, December 2013

Programmes

- Elections and Political Processes
- Political Parties and Parliamentary Support
- African Peer Review Mechanism

Programmes



VINCENT TOHBI
PROGRAMMES DIRECTOR

Elections and Political Processes



OLUFUNTO AKINDURO
SENIOR PROGRAMME OFFICER
AND ACTING MANAGER, EPP



FLORENT KABONGO
SENIOR PROGRAMME OFFICER



ROBERT GERENGE
SENIOR PROGRAMME OFFICER



CECILE BASSOMO
PROGRAMME OFFICER



HAMADZIRIPI MUNYIKWA
PROGRAMME OFFICER



YVETTE ONDINGA
PROJECTS COORDINATOR



NAPHTALY SEKAMOGENG
SENIOR PROGRAMME ASSISTANT



NTOKOZO NGIDI
SENIOR PROGRAMME
ASSISTANT, BES



FUNANANI NEMAHENI
PROGRAMME ASSISTANT

Elections and Political Processes (EPP)

OVERVIEW

The Elections and Political Processes (EPP) Department contributed to EISA's programmatic goals – *'electoral processes are inclusive, transparent, peaceful and well-managed'* – by coordinating EISA's technical support to continental and sub-regional institutions and coordinating EISA's election assessment and documentation initiatives.

The year 2013 saw 15 elections being conducted on the continent. The elections in Mali, Kenya, Zimbabwe and Madagascar were critical elections. In Madagascar, the elections brought an end to a long-winded transition process and the reinstatement of Madagascar's membership of the African Union. In Mali the elections were aimed at ending the crisis resulting from the war in the North of the country and the subsequent military coup. The elections in Kenya and Zimbabwe were post-conflict elections and followed years of government of national unity in these countries.

EISA was involved in all these elections providing technical support to the African Union and in some elections, the Institute provided technical support to regional economic bodies (RECs) such as the East African Community (EAC), the Southern African Development Community (SADC) and the Common Market for East and Southern Africa (COMESA). EISA's partnerships with the EAC and COMESA were formalised in memoranda of understanding. As part of its election assessment and documentation initiatives, EISA deployed six pre-election assessment missions to selected countries as well as deploying expert teams to assess the critical elections in Kenya and Mali. A fully-fledged EISA observer mission was deployed to the elections in Madagascar.

ACHIEVEMENTS

Electoral processes in Africa assessed and documented

EISA's technical assessment missions are comprised of election experts mostly drawn from EISA staff for the primary purpose of documenting critical electoral processes in countries where it is not deploying fully-fledged missions that can effectively cover election day processes.

EISA Technical Assessment Missions (TAM) deployed to Kenya, Mali and Mozambique

EISA deployed a three-member Technical Assessment Missions to the 4 March 2013 general elections in Kenya and the first round presidential election in Mali held on 28 July 2013. In Kenya, the EISA team was in the country from 25 February to 7 March 2013 consulting with stakeholders and observing election day processes. In Mali, the EISA team was in the country from 22 to 30 July 2013 conducting similar activities. The TAMs provide useful pre-election background information that is shared with the AU missions as well as the broader public through our website.

While it is not standard practice for EISA to observe municipal or local elections, at the request of donors and national stakeholders in Mozambique, EISA deployed a six member technical assessment mission to the 20 November 2013 municipal elections to these elections. During 12 days of observation, the EISA Technical Team consulted stakeholders and observed the final stages of the campaigns and election day in seven municipalities in northern, central and southern Mozambique: Moçimboa da Praia, Pemba, Nacala, Ilha de Moçambique, Quelimane, Beira and Maputo City. One team member observed the postponed election in Nampula on 1 December 2013. The deployment of this mission set the ground for deployment of an EISA EOM to the national and provincial elections that will take place in 2014.

EISA Election Observation Mission (EOM) deployed to Madagascar

Fully-fledged EISA EOMs were deployed to the 25 October 2013 presidential election and the 20 December 2013 parliamentary and run-off presidential elections in Madagascar. These missions were led by His Excellency Mr Cassam Uteem, former President of the Republic of Mauritius and Mr. Denis Kadima, EISA Executive Director as the deputy mission leader. The EOM to the 20 December elections was deployed in partnership with The Carter Center as an Integrated Election Observation Mission (IEOM).

Within the framework of the integrated mission, EISA deployed short term observers and TCC deployed medium term observers. Both organisations retained their identities and adopted a harmonised election observation methodology. The harmonised methodology included a joint orientation of observers, joint leadership meetings, deployment of observers and use of the same observer checklists. Both organisations released separate assessments of the elections. The TCC mission was led by Professor John Stremlau, Vice President of the Peace Programme at TCC. The deployment of an IEOM to Madagascar was the second of the kind following the deployment of integrated EISA and TCC observer missions in Liberia in 2011.



At the joint EISA-TCC press conference for the release of EISA and TCC teams' respective preliminary statements on the parliamentary and run-off presidential elections in Madagascar. L-R: Ms. Cecile Bassomo, EISA Mission Coordinator, Mr. Denis Kadima, EISA Executive Director and Deputy Mission leader, His Excellency Hon. Cassam Uteem, EISA Mission leader, Professor John Stremlau, TCC Mission leader, Mr. Stephane Mondon, Madagascar Field Director and Ms. Brett Lacy, Assistant Director.

With a joint mission approach EISA was able to extend its observation covering a wider outreach and to share the lessons learned. The EISA mission attracted wide media coverage.

EISA Pre-election Assessment Missions deployed:

As part of its election documentation initiatives, EISA introduced the conduct of Pre-election Assessment Missions (PAMs) in 2012. EISA continued to draw from this best practice by deploying six PAMs in 2013 to the following countries: Kenya, Equatorial Guinea, Guinea Conakry, Tunisia, Rwanda and Swaziland. These reports serve as a valuable resource for EISA's technical support to EOMs deployed by the AU and RECs. They also contribute to EISA's knowledge-generation initiatives.

African Union Supported

EISA continued to provide technical support to the Democracy and Electoral Assistance Unit (DEAU) of the African Union Commission (AUC) in the field of election assessment. EISA deployed technical assistance teams to support all the 14 EOMs deployed by the AU in 2013. The EISA team provided technical advice to the EOM coordination team, facilitated the observer briefing and orientation sessions and supported the report drafting committees on these AUEOMs. Beyond the deployment of EISA technical staff, the EISA teams also included a media consultant, who were responsible for the EOM's publicity. Media consultants included in the EISA teams in elections were considered critical in enhancing the visibility of the AU EOMs, which is critical in spreading good electoral practices on the continent.

The AU launched its long term election observation during the March 2013 Kenyan elections. EISA contributed to the refining of the AU's election observation methodology through its participation in a validation workshop for its long term observation methodology held in Johannesburg on 30 April and 1 May 2013.

EISA also contributed to a methodology review workshop held in Addis in August 2013 at which the methodology for data collection was reviewed. EISA contributed to the development of a new set of checklists for use by AU observers.

EISA also finalised the draft Election Observation Manual following the DEAU's approval.

Regional Economic Communities (RECs) Supported

East African Community (EAC) and Common Markets for East and Southern Africa (COMESA) supported

As part of continued support to RECs, an EISA staff was attached to the joint EAC-COMESA-IGAD observer mission deployed to the 4 March 2013 general elections in Kenya. The EISA staff member provided technical assistance to the joint mission that was comprised of 78 members. The joint EOM was deployed under a common regional strategy for peace and stability because of Kenya's strategic position in the region.

The Kenyan mission was the third in which EISA supported the EAC under the framework of the MoU between the two organisations and the second under the consortium of RECs. Prior to the Kenyan joint EOM, EISA's technical assistance was also solicited during the EAC pre-

election assessment mission in November 2012 and the Planning Meeting for the three RECs in February. Overall, EISA's support contributed to improved professional conduct of the joint EOM. EISA was able to assist the Mission in appropriating lessons-learnt from the first joint EOM conducted in Uganda in 2011. Even so, there were still new challenges that emerged during the mission, mostly germane to the nature of the mission itself. EISA subsequently supported the EAC's initiative of conducting a post-election observation review workshop held in June 2013 in Moshi, Tanzania by developing a guiding framework for lesson-learning.

EISA also provided technical assistance to the COMESA Election Observation Mission to the 30 July 2013 Harmonised Elections in Zimbabwe. Besides training of observers, EISA provided assistance in the coordination of the 27-strong COMESA mission, including drafting of the preliminary statement and final report.

In appreciation of the burgeoning fruitful partnership between COMESA and EISA in the area of election observation, EISA provided technical assistance to COMESA Technical Assessment Missions to the 16-18 September 2013 Parliamentary elections in Rwanda; 20 September 2013 Parliamentary elections in Swaziland; and 25 October Presidential Elections in Madagascar.

Signing of MoU with RECs

In November 2013, the Common Market for Eastern and Southern Africa (COMESA) signed a three-year MoU with EISA to formalise its partnership in the area of democratic governance. This partnership is necessitated by the need to create a stable and conducive political environment for COMESA to achieve its primary mandate which is to promote trade in its 19 member states. EISA has recently supported a number of COMESA observer missions in Kenya and Madagascar. The MoU seeks to strengthen this area of cooperation as well as other governance strengthening interventions in COMESA member states.



MoU signing ceremony with the East African Community (EAC) in Nairobi on 10 December 2013, from Right: Mr. Charles Njoroge, Deputy Secretary General charge of Political Federation, EAC and Mr. Denis Kadima, EISA Executive Director

The East African Community (EAC) and EISA renewed their Memorandum of Understanding (MoU) on 10 December 2013 in Nairobi. This MoU which lasts for another three years is premised on the recognition of the valuable cooperation that the two institutions have had in previous years, particularly in the area of election observation and support to the EAC Electoral Commissions Forum. The MoU seeks to solidify gains made thus far and broaden to other areas where the EAC can be instrumental in entrenching democratic governance in the EAC member states. This includes promoting the ratification and domestication of the African Charter on Democracy, Elections and Governance, electoral conflict management and electoral research, among others.

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

EISA continued to provide technical support to the SADC Election Observer Missions (SEOMs) in all the three countries that held elections in the region in 2013, namely Zimbabwe, Swaziland and Madagascar. It is important to mention that since the Swaziland elections, the SEOM report acknowledges EISA's technical support to the SEOMs. It is the hope of EISA that this gesture extends to other areas of collaboration with the SEOM beyond the refresher course and trainings that EISA has been providing to the SEOM in the past years.

EISA also provided technical support to the SADC Electoral Advisory Council (SEAC) through its contributions to SEAC workshops. In 2013, the council was largely preoccupied with the review of the SADC Principles and Guidelines. EISA's contribution to the development of a SADC Handbook on Election Observation is yet to be completed, pending the completion of the review of the guidelines and principles.

ACE Electoral Knowledge Network supported

EISA remains a partner in the ACE Electoral Knowledge Network and participates in ACE Steering Board (SB) and Programme Advisory Board (PAB) meetings.

As the ACE Southern Africa Regional Resource Centre (RERC), EISA strengthens regional networking in expanding the Practitioners' Network by identifying, inviting and continuously communicating with regional experts and disseminating EOM reports issued by southern African institutions and other relevant documents on the ACE website. In the past year EISA updated two topic areas of the encyclopaedia, namely, voter education and voter registration.

Rwandan Civil Society Organisations supported

Under the framework of an EU-funded project, EISA provided technical support to a group of three national and regional civil society organisations¹ in Rwanda. The project sought to contribute to the integrity of the September 2013 parliamentary elections in Rwanda through the conduct of professionalised citizen election where EISA supported a group of 205 citizen observers drawn from selected organisations. Technical support was provided through the embedment of an EISA technical team in the joint citizen observer group. EISA's support

¹ These organisations were the following : Ligue des Droits de la Personne des Grands Lacs, Action pour le Développement du Peuple (ADEPE) and Association des jeunes pour la promotion des Droits de l'Homme (AJPRODHO)

covered the recruitment and accreditation of observers; training of election observers and report drafters; technical advice to the joint mission secretariat; the deployment of observers; support to the development of a harmonised election day observation checklist and a joint deployment plan; and assistance with press conference arrangements. Despite the difficult working context prevailing in Rwanda, EISA was able to take a step toward the building of local capacity to conduct professional- and efficient citizen election observation.

Electoral violence in SADC project supported

EISA, in partnership with the European Centre for Electoral Support (ECES) and the Zimbabwe Election Support Network (ZESN), commenced the implementation of the electoral violence project in 14 SADC countries. As part of the inception phase of the project, EISA deployed needs assessment missions to Malawi, Swaziland, Lesotho, Zambia, South Africa and the DRC.

Balloting and Electoral Services (BES) supported organisational elections

During the period under review, the Balloting and Electoral Services (BES) Unit continued to be involved in electoral services that enhance the credibility and legitimacy of organisational elections by providing independent and impartial electoral administration, management and consultancy services 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.

Recognising the role that technology is beginning to play in the electoral process, BES appointed a service provider to develop a comprehensive electronic voting software solution enabling BES to offer a broad range of services to its clients including electronic and SMS voting. BES also secured three large contracts, namely the

- a. Government Employees Pension Fund (GEPF)
- b. North West Traditional Councils election
- c. Transnet Second Defined Benefit Fund

The following elections were conducted over the past year:

Client	Election
NUMSA Tshwane Region	Regional Office Bearers
Transport Pension Fund	Board of Trustees
Soweto City Council Pension Fund	Board of Trustees

Western Cape Minibus Taxi Association (nine (9) Regions)	Regional Office Bearers
Western Cape Minibus Taxi Association	Provincial Office Bearers
Action Aid International	Board and Assembly Organising Committee
First National Bank	Board of Trustees
Government Employees Pension Fund	Board of Trustees
Tshwane University of Technology	SRC elections
North West Traditional Affairs	Provincial Traditional Councils
Transnet Second Defined Benefit Fund	Board of Trustees
LONMIN- Masakhane Provident Fund	Board of Trustees
KSD FET College	Student Representative Council
NUMSA JC Bez	Regional Office Bearers
KZN Minibus Taxi Association	Provincial Office Bearers
NUMSA National Congress- By Elections	National Office Bearers
NUMSA JC Bez	Provincial Office Bearers

OTHER ACTIVITIES

- EPP staff participated in and made presentations at a number of workshops and events including:
- 8th DoP (Declaration of Principles on International Election Observation) Meeting: an EPP staff joined the EISA team that attended the 8th meeting of the Declaration of Principles on International Election Observation in Warsaw Poland.
- Training of South African Police Service (SAPS) on observation: EISA was contracted to train SAPS officers who were nominated to join the SADC EOMs to Zimbabwe and Madagascar. The training was held from 8 to 9 July 2013 in Pretoria with 22 officers in attendance.
- The 6th annual Global Elections Organisations (GEO) Conference: an EPP staff joined the EISA team that attended the annual GEO conference and the first meeting of the Association of World Electoral Management Bodies (AWEB) in Seoul, South Korea from 15 to 17 October 2013. EISA was a member of the convening committee for this event. Presentations were made by the Executive Director and the Operations Director at the conference.
- An EPP staff made a contribution at the training of new electoral commissioners and CEOs in the SADC Region organised by the SADC Elections Commissions Forum and UNDP on 17 December 2013 in Windhoek.

OUTPUTS/OUTCOMES:

- EISA further secured its position as one of the foremost organisations on the continent in the field of election assessment through its involvement in all the elections that took place on the continent in 2013.
- EISA contributed to the improvement of AUEOM observation methodology that has also contributed to the depth of AUEOM reports which now include quantitative data.
- EISA's continental coverage was further enhanced through formalisation of its partnership with two regional economic bodies.

PREVIEW OF PLANS FOR 2014

- Deploy EISA Pre-election Assessment Missions to Algeria, Botswana, Central African Republic, Comoros, Egypt, Guinea Bissau, Liberia, Libya, Malawi, Mozambique, Namibia, Sao Tome and Principe, and South Africa.
- Deploy EISA Technical Support Teams to African Union Election Observer Missions in Algeria, Botswana, Central African Republic, Comoros, Egypt, Guinea Bissau, Liberia, Libya, Malawi, Mauritania, Mozambique, Namibia, Sao Tome and Principe, and South Africa.
- Deploy EISA Election Observation Missions to the elections in Mozambique, and Malawi.
- Publish the AU Election Observation Manual.
- Conduct a follow-up workshop on citizen observation mission recommendations in Rwanda and support the launch of a national electoral support network in Rwanda
- Provide technical support to SADC EOMs in: Malawi, South Africa, Namibia, Botswana and Mozambique.
- Strengthen regional networking by identifying regional experts and regionally based officials and inviting them to take part in ACE Practitioners' Network.
- Research, gather and disseminate information and promote - Collect and upload information on elections, news and materials, and continuously update the specific regional and the country pages on the ACE website.
- Continue to partner with ACE partner organisation in other related projects.
- Participate in the 9th annual meeting on the Declaration of Principles for international observation.
- Deploy the use of the newly developed electronic voting system in all elections conducted by the BES unit in 2014.

POLITICAL PARTIES AND PARLIAMENTARY SUPPORT



EBRAHIM FAKIR
MANAGER



WASEEM HOLLAND
INTERN

INTRODUCTION

After engaging in a process of internal restructuring in 2012 when the political parties and parliamentary programme became a fully-fledged programme of its own, 2013 was largely spent preparing a sustainable base for the future of the programme. This involved expanding existing programmes with political parties and conceptualising new activities through extensive programme development and fundraising. The year under review also saw EISA strengthening its existing partnerships and cultivating new partnerships with political parties as well as a range of other stakeholders working in the field of political parties and parliament. EISA also introduced a new approach to its support to Political Parties by specifically targeting women and youth within parties, as beneficiaries.

Activities in the Political Parties and Parliamentary Support Programme have been supported by the Embassy of Finland, the Open Society Initiative of Southern Africa (OSISA), the Canada Fund for Local Initiatives (CFLI) and the Open Society Foundation.

ACHIEVEMENTS

POLITICAL PARTIES

- **Political parties supported**

With the completion of the “Supporting Political Parties’ internal organisation and capacity in the SADC Region during the previous year, funded by the Embassy of Finland and following a comprehensive independent evaluation, EISA’s newly conceptualised project retained elements of training and capacity building for political parties but incorporated a more strategic approach to capacity building by targeting women and youth as beneficiaries. To this end, 2013 saw a new two year capacity building programme supported by the Embassy of Finland in Pretoria’s Local Co-Operation Fund.

This new project seeks to support, sustain and enhance open and democratic political systems in Botswana, Lesotho and South Africa by enhancing the strength and capacity of political parties as organisations, and to assist political parties to better institutionalise themselves. In particular the focus of this programme relates to:

1. Building the capacity of women and youth to participate more actively within political parties,
2. Supporting the implementation of the Political Party Benchmarks which were developed by EISA together with political parties from across the African continent, where necessary and appropriate, and
3. Provide training and support to political parties in election poll watching.

Over the period under review, consultative meetings were held with the political parties in South Africa listed below, establishing an excellent base for the continued credibility of EISA's interventions, as well as identify areas of need in political parties in order to tailor responsive interventions. In view of the 2014 South African elections, consultations with political parties in South Africa were prioritised.

Consultations with the following political parties in South Africa were held:

Political party	Date
AGANG SA	July 2013
United Democratic Movement	August 2013
Democratic Alliance	September 2013
African National Congress (ANC)	September 2013
African Christian Democratic Party (ACDP)	October 2013

- **Political parties in Swaziland supported**

During the period under review a project to support Swaziland Political Parties' Capacity and Internal Organisation was also developed. This project aims to provide capacity building support to party organisation and leadership through training and technical support to political parties, as well as promote cross learning through regional experience sharing and lesson learning to contribute to the organisational development and institutionalisation of Swazi political parties, with funding being granted by OSISA and will commence fully in 2013.

PARLIAMENTARY SUPPORT

- **A Code of Ethics and Conduct; and Register of Members Interest for the Parliament of the Kingdom of Lesotho developed**

Supported by the Canada Fund for Local Initiatives (CFLI), EISA facilitated the drafting of a Code of Ethics and Conduct and Register of Members Interest for the Parliament of the Kingdom of Lesotho. Through facilitating this work, the first ever meeting of the Ethics Committee, organised jointly by EISA and the Lesotho National Assembly was held in Maseru, Lesotho on the 8th March 2013. Demonstrating EISA's reach and impact, the meeting was attended by the Deputy Speaker of the National Assembly, 8 Members of Parliament of the Ethics Committee as well as the Clerk of the National Assembly.

The EISA project exposed Lesotho MP's to different typologies of regulatory regime and through EISA's facilitation a consensus on the principles of regulation was reached.

Following EISA's advisory role, EISA further facilitated a fact finding study tour on the Code of Conduct and Register of Members' Interests to the South African Parliament in Cape Town on 26 March 2013 for a five member delegation from the Ethics Committee of the National Assembly of Lesotho. EISA was requested to continue providing support to this process and during the next year further efforts will be made to concretise further support to the Ethics Committee of the Parliament of the Kingdom of Lesotho.

POLITICAL PARTIES, CIVIL SOCIETY and ELECTIONS

- **Preparations of support to South African Democratic and Electoral process 2014 started**

With a view to South Africa's Elections in South Africa in 2014, preparations were made for a project in support of South Africa's Democratic and Electoral process. This involved the conceptualisation of a project to produce a series of Election Updates detailing and documenting the developments of the pre-election, election day, and post-election period in each of South Africa's nine provinces. By so doing the project will contribute to voter education aimed at promoting an informed choice by the electorate; promote national dialogue on elections and in the process inculcating a culture of political tolerance; influence policy debates and electoral reform efforts through published material; provide critical information and analysis to all electoral stakeholders on the electoral political process and serve as an historical record of the electoral process. Supported by the Open Society Foundation of South Africa EISA commenced with identifying appropriate researchers and preparations for the researchers meeting taking place in early 2014

OTHER ACTIVITIES CONDUCTED OVER 2013

EISA continued its excellent relationships with partners in the media, the academy and in civil society. An extensive series of activities related to EISA programme areas were continued over 2013.

- EISA conducted a training workshop on the South African Political and Governance System for AVUSA journalists on 11 and 12 March 2013.
- UNISA Seminar on the Kenyan Elections - On 19 March, Ebrahim Fakir gave a seminar on the "Outcome of the 2013 Kenyan Elections – Analysis and Implications" to the University of South Africa Interest Group on Elections, convened by the WIPHOLD-Brigalia Bam Chair in Electoral Democracy
- On 11 May Ebrahim Fakir made a presentation to the International Dialogue on the 2013 Swazi Elections hosted by the Friederich Ebert Stiftung (FES) and University of the Witwatersrand on "Sharing Experiences, Drawing Comparisons: Understanding Electoral System design for political competition".
- On 18 and 19 June, the Electoral Commission of South Africa (IEC) hosted a colloquium in the Limpopo Province for all the Student Representative Councils at Higher Education Institutions. Sharing the platform with the Chairperson of the Electoral Commission, a keynote address was delivered by Ebrahim Fakir, the Head of the Unit, on "The role of universities and students as active citizens in society".

- On 24-28 June 2013, EISA, the Netherlands Institute for Multi- Party Democracy, The Centre for Multi-Party Democracy in Kenya and IDEA co-hosted the African Regional Interparty Dialogue on Democratic Consolidation in Africa in Naivasha, Kenya. Recognising EISA's expertise, EISA was allocated to chair and draft the report on the session on "Political parties relationships with electoral management bodies", Mr Ebrahim Fakir from Head Office supported the EISA Kenya office at this workshop.
- On July 2013, the Isandla Institute hosted a one day roundtable "Drawing the line: The politics of demarcation in South Africa" in Cape Town. Ebrahim Fakir made a presentation at this roundtable and the platform was shared with representatives from the two main political parties, the ANC and the DA.
- On 1 November 2013, the Regional Workshop on Communication Guidelines between Media and EMBs in SADC, at the Indaba Hotel Johannesburg, South Africa addressed "the Media and EMBs during the electoral process, an (un)easy relationship? What the media can contribute – a review of experiences and best practices" hosted by the Electoral Commissions Forum of SADC Countries (ECF-SADC), Friedrich-Ebert-Stiftung, Fesmedia Africa and the Media Institute of Southern Africa (MISA)

During the period under review, the following two analysis articles were published in the media:

- Opposition parties: power for who? Ebrahim Fakir, Financial Mail, Annual. December 2013
- <http://www.financialmail.co.za/specialreports/2013/12/30/opposition-parties-power-for-who>
- The danger of sacrificing principle at the altar of greater power, Ebrahim Fakir, Daily Maverick, 04 December 2013
- <http://www.dailymaverick.co.za/opinionista/2013-12-05-the-danger-of-sacrificing-principle-at-the-altar-of-greater-power/#.UyiD3YXeP2Y>

PREVIEW OF PLANS FOR 2014

- Consultations and capacity building activities with political parties in Botswana, South Africa, Lesotho and Swaziland
- Consultations, conducting training workshops and developing material for political parties on poll watching, gender and youth budgeting in Botswana, Lesotho and South Africa
- Writing and publication of Election Updates and
- Convening roundtables on the research findings arising from the Election Updates.

AFRICAN PEER REVIEW MECHANISM PROGRAMME



GRANT MASTERSON
PROGRAMME MANAGER



LEAH MAINA
PROGRAMME OFFICER



DESMOND DUBE
INTERN

OVERVIEW:

EISA's work in support of the African Peer Review Mechanism (APRM) touched new heights in 2013, at a time when the APRM itself celebrated a milestone 10 years since its launch in 2003. EISA worked closely with the continental APRM structures as well as key civil society and state partners during 2013 to re-energise the discussions around governance and the role of multiple stakeholders in society in promoting accountable and transparent governance practices in APRM member states. These efforts culminated in a singularly significant Colloquium co-hosted by EISA with other Civil Society Organisations (CSOs) in May 2013, hosted in Addis Ababa, during the 50th Anniversary Summit of the Organisation of African Unity/African Union (OAU/AU). EISA also supported the work of the APRM Secretariat directly in organising events around the 10 year celebrations throughout 2013, as well as progressing with core programmatic work around the support and strengthening of civil society organisations in seven countries (per its funded programmatic commitments).

ACHIEVEMENTS:

In 2013, EISA's support to APRM processes included its most ambitious efforts to date, including a continental conference for non-state actors in reflection on 10 years of the APRM, and developing linkages between APRM processes and other African governance formations such as the African Charter on Democracy, Elections and Governance (ACDEG) and the African Governance Architecture (AGA).

- **APRM Conferences facilitated**

- *Preparatory Workshop on 10 years of the APRM in Africa held*

2013 marked 10 years since the inception of the African Peer Review Mechanism, and during the latter part of 2012, EISA and two other civil society organisations were regularly engaged with the APRM Secretariat in the preparation of a series of events to mark the 10 year anniversary of the APRM during 2013. As part of these preparations, EISA and two partner organisations, AfriMAP and the South African Institute for International Affairs (SAIIA), hosted a brain-storming workshop in Addis Ababa, Ethiopia on the 27 January 2013 on the fringes of the January African Union Summit. The purpose of the workshop was to solicit the input of a broad range of stakeholders into the agenda of a civil society conference taking place in May 2013 to review the mechanism's achievements in its first decade. The meeting included 28 representatives from 23 organisations and agreed on the input into the programme and agenda for the May Colloquium.

- *10th Anniversary Preparatory Workshop with CSOs, NGOs and Media*

The APRM continental Secretariat engaged EISA to support multiple events and initiatives during its 10 year anniversary programme, including a 2-day event hosted by the Secretariat in Sandton, Johannesburg held on the 7-8 February 2013, titled a "10th Anniversary Preparatory Workshop with CSOs, NGOs and Media". EISA supported the APRM Secretariat in the hosting of this event, as well as contributing during sessions through presentations and inputs.

- *APRM+10: Reviewing a Decade of Peer Learning and Projecting a Future of Governance in Africa*

In celebration of 50 years since the formation of the Organization of African Unity (OAU), and the simultaneous 10 Year anniversary of the APRM, EISA, AfriMAP and SAIIA jointly hosted an event in Addis Ababa along with the Oxfam office in Ethiopia on the 17-18 May 2013. This event, which took place in the symbolic venue of Africa Hall (where the OAU first met to determine the course for an independent Africa), attended by more than 120 representatives from civil society organisations and think tanks drawn from all over Africa gathered to assess the impact, successes and shortcomings of Africa's innovative governance mechanism. The event concluded with a stirring call from civil society organisations to their leaders to rededicate themselves to the principles espoused in the African Union founding documents, as well as the APRM, and strengthen the continent's governance review system through deeper and more consistent support from Africa's leaders for the APRM. These sentiments were disseminated by EISA and its partner organisations through a post-conference communiqué, which was presented to the APRM Forum at the official ten year celebrations of the APRM on the 22-23 May 2013.

- *The African Peer Review Mechanism: Working for the peoples of Africa*

In support of the 10 year celebrations, EISA and its partners presented the final communiqué from the preceding CSO Colloquium to the 250+ participants at the official ten year event held at UNECA Hall 2 in Addis Ababa, Ethiopia on the 21-22 May 2013. This event, although organized and facilitated directly by the APRM Secretariat and the United Nations Development Programme, was supported by EISA in the preparation of the event through preparatory consultations in 2012, as well as providing contributions into the programme and suggestions for resource persons.

- **Additional Activities**

- *African Governance Architecture (AGA) support and engagement*

During 2013, EISA participated in meetings organised by the African Union (AU) with the aim of developing a way forward and implementation plan for the roll out of multiple African charters and commitments which jointly have been termed the emerging African Governance Architecture. EISA was approached to offer perspective on these processes based on its context and experiences in seeing the APRM process roll out across multiple countries over a 10 year period. EISA participated in the following meetings under AGA:

- Dakar, Senegal - 18-19 February 2013
- Kuriftu, Ethiopia - 10-11 March 2013
- Kuriftu, Ethiopia - 26 -28 March 2013
- Abuja, Nigeria - 10-11 June 2013
- Mombasa, Kenya - 24-26 September 2013
- Dakar, Senegal - 25-27 November 2013

- *National Governing Councils/APRM Focal Point Ministries supported*

EISA was approached on several occasions by APRM National Governing Councils and Focal Point Ministries for ad hoc support and assistance. These ad hoc approaches were a positive endorsement of EISA's growing influence and recognition amongst APRM role players, as well as highlighting the ongoing capacity and resource constraints that challenge these agencies in the execution of their respective mandates. During the period, EISA offered ad hoc assistance to the following:

- The Mozambique APRM Forum;
- South African Department of Public Service and Administration (DPSA);
- The APRM Continental Secretariat;
- The National Economic and Social Council of Mauritius (NESC);
- The Zambia National Governing Council.

OUTCOMES

- EISA's APRM work contributed directly to the development of a civil society consensus about the APRM during its landmark 10th Anniversary year.
- EISA's support improved the quality of engagement between civil society and the APRM Secretariat.
- The May 2013 Civil Society Colloquium Communiqué produced a list of recommendations on how to strengthen the APRM process and institutions.
- EISA's support to the African Governance Architecture processes was able to more fluently integrate the APRM's objectives and processes into these formative discussions in 2013.

PREVIEW OF PLANS 2014:

- Online APRM Survey to 1400 CSOs in seven programme countries;
- 7 Country Research Missions;
- Commissioning researchers to contribute to APRM book project;
- Development of training materials;
- Country Conferences to disseminate the findings of APRM Research missions and Survey data.

Field offices

- Kenya
- Madagascar
- Mali
- Mozambique
- Zimbabwe

Kenya



FELIX ODHIAMBO OWOUR
COUNTRY DIRECTOR



ANGE MARIE NIJIMBERE
FINANCE AND ADMINISTRATION
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FRED OUMO
DRIVER



JOSEPH ONDUTO
(INTERN)

Field office report: Kenya

OVERVIEW

In 2013, the EISA-Kenya office implemented three main programmes namely: support to the electoral process through the prevention of election related violence, strengthening the capacity of party agents to mount professional monitoring; and enhancing the capacity of the judiciary to manage electoral disputes swiftly and with credibility. The second area of EISA's support was strengthening the institutional capacity of political parties working with political parties from the ruling coalition as well as from the opposition coalition particularly in the area of post-election evaluation and training workshops. Thirdly EISA supported legislative strengthening through providing induction training for the Senate Members and staff as well as Senate Committees. Additionally the newly created county governments were supported through development and dissemination of a "Guide to Mandates and Procedures of County governments in Kenya". This is an easy reference manual currently being used by the county assemblies as a guide to understanding their mandate and role in the new political dispensation. EISA Kenya staff also participated in observer mission debriefing forums for the 2013 Kenyan elections. In particular, the staff debriefed the various missions on the political environment preceding the elections as well as the legal framework governing elections in Kenya. Among the briefed missions were the EU, AU, COMESA/ IGAD/EAC and EISA technical missions.

Activity implementation in Kenya was against the backdrop of an intense political environment both preceding and following the 4th March 2013 general elections. The period preceding the elections was marked by intensified pressure for political parties to comply with the new legal requirements in order to participate in the elections. Indeed, this resulted from the fact that the elections held on 4th March 2013 were the first after the post elections crisis of 2007/2008 and was also the first elections to be held under a new constitutional, legal and administrative framework. The elections saw Kenyans vote for six elective positions, namely the President, Senators, Members of Parliament, Governors, Women's representatives and County representatives.

The environment in which the elections took place is reflected in the petition filed by Raila Odinga (Coalition for Reforms and Democracy – CORD) challenging the presidential election results which saw Uhuru Kenyatta of the Jubilee Coalition obtaining 6,173,433 votes (50.06%) of the votes cast against his 5,340,548 votes (43%). Among the grounds for petition included the deliberate manipulation of the voter register long after the legal timeline, voter fraud especially in Jubilee strongholds and the failure of the electronic equipment on election day that allegedly compromised the outcome. After fourteen days of deliberations, the Supreme Court unanimously rejected Odinga's petition and upheld Mr Kenyatta's victory.

Although he disagreed with the decision, Odinga accepted the verdict citing his respect for constitutionalism.

The period immediately following the elections therefore provided a test for the newly reformed judiciary. Beside the presidential result petition, a total of 189 election petitions were filed in the courts challenging the outcome of the various elections. Additionally, the post election period was characterised by various supremacy battles among some of the newly created institutions as they struggled to become operational. These institutions included the Senate and the National Assembly; the Senate and the Governors as well as differences among the three arms of government (Executive, Parliament, and the judiciary).

EISA's Kenya programmes were supported by the Department for International Development-DFID and the Swedish International Development Cooperation Agency (SIDA), who supported EISA's continental "Africa Democracy Strengthening (ADS) II" programme; the Swedish International Agency for Development (SIDA) Kenya office that supported the "Strengthening the credibility and integrity of the electoral and political process in Kenya" Programme and the Department of Foreign International Development-DFID Kenya that supported the "Strengthening Electoral Dispute Resolution in Kenya".

ACHIEVEMENTS

Electoral process supported

International Conference on Election Preparedness and potential runoff elections convened

EISA, in partnership with the Independent Electoral and Boundaries Commission (IEBC), the Judiciary Working Committee on Election Preparations (JWCEP) and Kenyatta University school of Law (KUSOL) convened a conference around the role and responsibilities of the electoral management body, judiciary, political parties, security agencies, media and election observers in preparation for a run-off election. Case studies from countries such as Ghana, Zambia, Senegal, Sierra Leone and Ivory Coast were outlined with a focus on electoral dispute resolution in order to help the Kenyan institutions understand and evaluate their preparedness for presidential runoff in case it was to occur. This event provided key electoral stakeholders with an insight on electoral administration and management in runoff elections.

Prevention of election related conflict ahead of, during and after elections

EISA, in partnership with the Institute for Defense Analysis (IDA), convened a workshop on improving efforts to prevent electoral violence in Kenya. Broadly, the workshop provided participants with an opportunity for assessing and improving efforts aimed at prevention of electoral violence in the country in view of the March elections. As a way forward, participants resolved to ensure synergy and effective coordination in order to improve effectiveness in conflict prevention during the elections. It is this resolution that motivated the EISA mediators to work in collaboration with the provincial administrators (charged with regional security) in their respective regions in the course of their deployment.

Deployment of EISA trained mediators

EISA introduced its Conflict Management Panel model as a resource to the IEBC and a mechanism to manage electoral related conflict. 2013 saw the deployment of 83 EISA trained mediators from all the nine regional panels. The deployment was crucial given the violence witnessed in the previous general elections (2007). EISA's trained mediators' role was distinctive due to the fact that the panels contributed to strengthening the Commission's ability to manage election related conflict. In addition they were the only such group trained in election conflict management under the direction of the IEBC. To ensure a broader understanding of the function of mediators to the wider public panellists mobilised public awareness on the importance of a peaceful electoral process in their specific regions through radio talk shows as well as public meetings, especially targeting the youth, who are vulnerable to exploitation to participate in violence.

Mediators played an essential role in minimising conflict. In fact, in some regions like Nakuru, located in rift valley which was the epicentre of the 2007/2008 violence, the provincial administration relied heavily on the CMPs to deal with arising conflict. In recognition of their work, the Provincial Commissioner for Rift Valley formally invited the CMP to discuss modalities for post-election mediation. Another area in which the mediators contributed was their co-operation with the security personnel supporting them in instances which threatened to negatively impact on the electoral process. The various interventions by the CMPs played a major role in diffusing potentially violent situations at the local level.

Capacity of Judicial Officers handling election disputes enhanced

With the aim of strengthening election dispute resolution in the post-election period, EISA Kenya, jointly with the Judiciary Working Committee on Elections Preparations and the Judiciary Training Institute (JTI) carried out a series of trainings targeting various judicial officers mandated to deal with the cases. Specifically, the institutions trained registrars and deputy registrars in handling election disputes that were to be filed arising from the conduct of the March general elections. It was important to target these officials given that they are tasked with specific case management roles that are important to the effective and efficient dispute resolution of petitions. An important achievement was the development of a uniform approach to determining the cases that were filed. While this was guided by statutory regulations, aspects like pre-trial conferences were discussed during this training and a systematic plan developed which was adopted by the judges and magistrates respectively in managing their course lists and hearing the petitions. This drastically reduced the time the cases took to commence, and deprived advocates an opportunity for endless adjournment on technicalities. A direct result of this training was that parties were able to file competent petitions as per the guidelines developed during this intervention. This is evidenced by the inordinately low number (only 2 of 181 petitions) of petitions struck out for non-compliance with the rules.

Similarly a colloquium of the bench mandated to hear all election disputes arising from the conduct of the elections were convened bringing together all the judges and magistrates who were to hear the disputes filed and who had been assigned cases by the Chief Justice. The direct impact of this intervention can be discerned from rulings and judgments issued

by judicial officers on the cases they are handling. The courts had previously determined petitions summarily and on technicalities. Rulings emerging from disputes challenging the results from the 2013 general elections demonstrated that the courts made a concerted effort to accommodate parties and resolve disputes on their merits as opposed to placing an over reliance on technicalities. Another positive impact can be discerned from the acceptability by parties of the decisions made by the courts in those petitions. Very few appeals have been lodged from the determination of the courts on the disputes handled.

Enhanced capacity of party agents at the county level

EISA was able to enhance the capacity of political party agents to monitor the 2013 general elections effectively following training party agents in their roles and responsibilities. This training was important given that the March 2014 general elections were the first to be held under the new constitution and the resultant election related laws. As most of the agents did not have knowledge on the new laws, the training equipped them with the knowledge of the legal framework. Additionally, the respective political parties, through their agents, were equipped with knowledge on effective communication and reporting through the various cadres of agents from the polling station to the national tallying centre. For the first time party agents were trained on how to collect information using the checklist in the EISA Elections Agents Manual. The workshop produced a pool of trainers who were equipped to train fellow agents at branch level.

Political parties strengthened

Political parties' internal capacity enhanced

As part of the institutional strengthening support to political parties, EISA-Kenya conducted a number of workshops for the various coalitions and political parties that participated in the March general elections, including the ruling as well as opposition parties. The workshops resulted in development of respective strategy documents to not only guide the parties/ coalitions in performance of their functions but to also strengthen them internally through party restructuring and also membership recruitment.

The United Republic Party (URP) meeting enabled the party to deliberate on party organisation and management, operation of political parties under the new constitution, the structure and management of coalitions, roles and responsibilities within the coalition structure, internal democracy and party dispute resolution mechanisms. Participants developed a strategy to aid the party in recruiting more members and in managing party county offices.

The AMANI (coalition of the United Democratic Forum, Kenya African National Union and New Ford Kenya Party) meeting enabled the coalition to deliberate on the structure and management of the coalition, roles and responsibilities within the coalition structure, code of conduct and dispute resolution mechanism. It was also used to induct newly elected members to practice, rules and procedure of the national assembly. Participants developed a coalition strategy for engagement with other political parties and coalitions in the post election period. Indeed, the document developed is currently being used by the coalition to negotiate with other coalitions in the governance sector.

The workshops targeting the CORD coalition analysed the coalition's performance in the 2013 general elections and also discussed ways of strengthening the coalition in its opposition role. Participants undertook a SWOT analysis where they identified the coalition's strengths and weaknesses in parliament and the devolved units. To guide their engagement at both levels of governance, a legislative agenda as well as an action plan for the coalition was developed.

The post election evaluation workshop and strategy development workshop for the Orange Democratic Movement (ODM) focussed on evaluating the party's performance during the March general elections mainly at the county levels. The forum succeeded in obtaining views from the branch officials on the intended restructuring and rebranding of the party.

Office of the Registrar of Political Parties (ORPP) strengthened

In collaboration with the Office of the Registrar of Political parties (ORPP), EISA convened an induction workshop for the newly created independent Office of Registrar. The Office was delinked from the Independent Electoral and boundaries commission (IEBC) as per the provisions of the Political Parties Act 2011. The workshop discussed the structure of the registrar's office; introduction to the performance management; partnership with political parties and overview of the internal office manual. A draft strategic plan for the ORPP was drawn up to guide the office in transition from a department under the IEBC to an independent office.

Legislative support:

Induction workshops convened

In support of the newly constituted Senate to perform its basic functions, EISA convened induction workshops targeting the Senators and their staff as well as Senate Committees. The first workshop was organised in partnership with State University of New York (SUNY) Kenya inducting all Senators and their staff to their new offices and functions. This was followed by induction workshops for the Committee on Health, Labour and Social Welfare and that of Legal Affairs and Human Rights. The main objective of the workshops was to sensitise the Members on their mandate and develop a plan of action to guide them in the fulfilment of their mandate. Accordingly, the output of the workshops was the development of draft action plans for the respective committees aimed at guiding their work. It is expected that the action plans will also form the basis for EISA's engagement with the Senate through isolating specific activities to support.

National Guide Book for County Governments developed

Motivated by the need to ensure not only compliance with the constitution but also effective functioning by the newly devolved county assemblies, EISA in collaboration with Transition Authority published a "Guide to Mandates and Procedures of County governments in Kenya". The guide is an easy reference manual currently being used by the county assemblies as a guide in understanding their mandate and role in the new political dispensation. It clearly distinguishes the mandates, roles and functions of both the county executive and county assembly. The Guidebook has been widely used in operationalising the county institutions

and indeed formed the primary resource material at the induction meeting convened by the Transition Authority for Governors.

OUTPUTS/OUTCOMES:

- Electoral process strengthened through the deployment of EISA trained mediators to manage election related conflict
- Improved election monitoring by party agents through enhanced understanding of their roles and responsibilities
- Delivery of high quality judgements with consistent jurisprudence within the set time limits in law through enhanced capacity of judicial officers
- Procedural aspects of filing electoral challenges improved through development of a Compliance Checklist for petitions
- Enhanced capacity of opposition coalitions through development of coalition strategies for parliamentary and county assembly engagement
- Enhanced understanding of the roles and functions of the county government through development and dissemination of the National Guide Book for County Governments

PREVIEW OF PLANS FOR 2014

Electoral support:

- Support the review of electoral laws through convening multi-stakeholder workshops for consensus building
- Train IEBC regional staff on electoral management, legislation, and dispute resolution
- Support CMPs through advanced trainings on dispute resolution
- Political party agents training
- Continued technical assistance to the Independent Electoral and Boundaries Commission

Political Party Support:

- Support post election reviews for political parties which participated in the elections
- Strengthen internal capacity and delivery of political parties through convening meetings for the MPs, Senators, National Executive Committees (NECs) and Members of County Assemblies (MCAs)
- Launch and disseminate the case digest for the Political Parties Dispute Tribunal

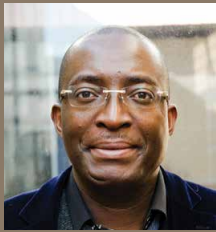
Legislative strengthening:

- Capacity building for County Assemblies (Members, staff and Committees)
- Capacity building for the Senate (Members, staff and committees)
- Parliamentary support to key political parties represented in parliament

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Madagascar



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Field office report: Madagascar

OVERVIEW

Nearly five years of political crisis, following the removal from office of the then President, post-conflict presidential and legislative elections took place in 2013 constituting a critical step towards the return to constitutional order, long term economic recovery, and political stability for Madagascar. Within this context, EISA significantly contributed to the successful conduct of these elections through a wide range of support. These included the provision of assistance to civil society organisations (CSOs) in the conduct of nationwide voter information and education exercise as the Electoral Commission was registering voters. Building on its sustained work in Madagascar since 2007 and through its diverse forms of engagement with women's organisations, female candidates, political parties and party leaders, voters and political authorities, EISA contributed to an increased awareness of gender equality and its benefits for the whole society. EISA's activities also helped reduce barriers to gender equality. Political parties were equipped with skills and knowledge on poll watching so as to be able to play their role effectively during the polling process and ultimately contribute to the transparency of the elections, while CSOs mediators trained and deployed by EISA worked hand in hand with electoral authorities and security forces in an effort to respond timely and effectively to any potential threats of conflict and violence impacting on the successful conduct of the elections.

ACHIEVEMENTS

- Potential election related conflict identified, documented and mitigated

EISA embarked on a strategic partnership with the United Nations Development Programme (UNDP), the National Independent Electoral Commission for the Transition (CENI-T), and security forces to prevent and mitigate election related violence and incidents prior to, during and after the 25th October and 20th December 2013 elections. 483 conflict mediators were trained and deployed countrywide, including 234 women. On Election Day, EISA established a Mediation and Early Response Coordination Centre (Situation Room), within the CENI-T Headquarters in Antananarivo. This Situation Room, jointly operated by representatives of EISA, civil society organisations, security forces, UNDP and the electoral administration, monitored and compiled information on election related violence and incidents provided by citizen mediators deployed in all the 119 districts of Madagascar. It also produced flash reports and regular updates on potential conflict situations throughout Election Day and timely disseminated them to relevant authorities.



Situation Room in the Mediation and Early Response Coordination, CENI-T Headquarters, Antananarivo, December 2013

EISA's approach to election violence and conflicts in Madagascar was innovative in that it added early warning and rapid response components to EISA's Conflict Mediation Panel (CMP), the Institute's flagship conflict prevention programme. The partnership initiated with a wide range of electoral stakeholders, especially the Electoral Commission and the United Nations, contributed to the effectiveness of EISA's assistance and intervention.

This was the first time the CMP mechanism was operated from within an Electoral Commission and also the first time a Situation Room was set up, involving a wide range of stakeholders, including security forces which role was critical in taking action in the event of incidents, tension or violence. A major achievement was that conflict mediators were deployed for a consecutive five month period building an integrated approach to managing, monitoring and preventing election related conflict within the electoral cycle.

- CSOs voter education supported

Malagasy CSOs were equipped with the skills necessary to inform educate the electorate using voter sensitisation materials developed by EISA in partnership with the CENI-T. Through the training a common understanding of what was expected from civil society in assisting electoral authorities in disseminating voter information was agreed on. A major achievement was that a dialogue and synergies of action were fostered between the EMB and CSOs in order to address the traditional lack of trust between electoral authorities and key electoral stakeholders, thus enhancing the EMB - stakeholders' relationship in Madagascar.

Besides training, documents produced in support of CSOs provided voters with information in French and Malagasy on how to register, where, when and how, to check the voter lists and ensure they have been duly included. All voter information and education materials produced

by EISA for the CSOs were vetted by the CENI-T to ensure accuracy and consistency. A Memorandum of Understanding (MOU) was signed between EISA and 10 CSOs which were tasked with conducting the campaign. Information sharing and coordination meetings facilitated by EISA were also organised between CSOs and the CENIT.

1000 voter sensitisation handbooks (500 in French and 500 in Malagasy) providing information and guidelines on how to implement voter outreach activities at the grassroots level, were produced and distributed to CSOs representatives in all the 22 regions of Madagascar. 352 voter awareness and sensitization stands were set up, 66 caravans were dispatched, and 166 voter information and education agents were mobilised. Besides, 145 banners, 7086 posters, 7084 leaflets, 2200 bookmarks with voter education slogans, and 5000 T-shirts were used during the campaign.

- Capacity of CSOs to effectively observe the electoral process enhanced

EISA, within the framework of a joint project with the European Center for Electoral Support (ECES) and Electoral Reform International Services (ERIS), provided technical assistance to two CSO platforms, namely Mahitsy Fijery (or Direct Observation) and Socle (Citizen’s monitoring and observation for the transparency of the elections) in planning, coordinating and deploying non-partisan citizen observers during the October and December elections. Through this support the two platforms deployed 1600 observers and 2500 observers respectively. Both platforms issued statements and declarations through which they provided their assessment of the conduct of the electoral process. Earlier, the deployment of observers to the voter registration process by Komity Mpanara-maso ny Fifidianana/Comité National d’Observation des Elections or the National Elections Monitoring Committee (KMF-CNOE) provided the CENI-T with up to date information as to registration related problems and contributed to the transparency of the elections. This was in line with EISA’s strategy to enhance the capacities of CSOs to observe the electoral process throughout the entire electoral cycle starting with selected observable pre-electoral activities such as voter registration.



Left: Voter sensitisation handbook in Malagasy
 Right: Electoral observation training handbook for political parties delegates and candidates

- Political Party Poll Watching developed

Trainers from selected political parties were capacitated in poll watching. By equipping political party agents with skills and knowledge on how to conduct poll watching, EISA expected political parties to be able to play their role effectively during the polling process and ultimately contribute to the transparency of the elections. Prior to the training a series of consultative meetings with 288 delegates from 19 political parties and 1 coalition was held in order to assess their needs, a training of trainers' handbook was developed and training of trainers' workshops were held. This was considered a significant achievement as 20 parties and coalitions, out of the then 26 registered with the Ministry of Interior, attended the event. To support the training EISA produced and distributed 287 copies of a 92 page comprehensive training manual on poll watching in both French and Malagasy. 95 trainers, including 43 women, from 25 registered parties and 2 registered coalitions, were trained.

- Female candidates equipped to be self-confident and run a successful electoral campaign

Through EISA's capacity building initiatives to support women standing for the 20 December legislative elections 176 female candidates were trained. It is worth noting that there was an increase in the number of women candidates contesting the elections as an overall 1184 women, including 334 main candidates, stood for the December 20 legislative elections. Comparatively, 205 women (11.2%) vied for a seat in the National Assembly during the 2007 parliamentary vote. To encourage greater participation by women to contest the election, EISA invited women who had previously run for office to share their experiences, challenges and successes to encourage women to stand albeit in a male dominated electoral competition. The capacity building programme also provided confidence building exercises as well as the more practical aspects of contesting an election such as campaign and outreach skills.

- Voters sensitised to support female candidates

EISA further contributed to improved conditions for women to be elected to Parliament by running a national media campaign aimed at galvanising voters to support female candidates



Women potential candidates to the legislative elections trained by EISA in Boeny Region, 9 to 11 October 2013

and stressing the benefits of the inclusion of more women in the decision-making process for a more stable, peaceful and democratic society. 115 TV spots and 350 radio spots and bilingual radio programmes for women and the general public were produced and aired in French and Malagasy during the campaign period. A video-clip was also produced, broadcast on the national television, and posted to Facebook and YouTube. Additional mini-spots were aired on giant road digital billboards in Antananarivo, the capital city, during peak traffic times the last week of the campaign period, while hundreds of CDs were produced and distributed in 5 main cities on the island and within the cities. The EISA campaign for female candidates also took place in the local newspapers as 36 advertisements and articles appeared in 12 newspapers accessible in the 22 provinces of the island. 3000 leaflets sensitizing politicians and ordinary citizens on the need for gender mainstreaming in the management of public affairs were produced and distributed to political parties, universities, CSOs, and other relevant stakeholders.

- Presidential candidates engaged on gender equality

As part of EISA's holistic approach to encourage greater women participation in the election process, 17 presidential candidates and party leaders were sensitised on gender issues and space was provided for them to interact with potential female candidates to the elections. Similarly 35 potential female legislative candidates not yet affiliated with political parties were able to meet 10 presidential candidates or their representatives during EISA's sponsored events. The former made contact with political parties willing to nominate women for the legislative elections, and the latter had their capacities enhanced in gender mainstreaming. Space was also provided for the two presidential candidates to the 20th December run-off presidential election to discuss with representatives of women's organisations what they wanted to achieve in terms of gender equality if elected. An outcome of this engagement was the development and public endorsement of a Gender Equality Charter, which included eleven key commitments regarding gender equality.



Dialogue workshop with Presidential and Women candidates, 30-31 May 2013, Antananarivo

- Number of women elected to the National Assembly increased

A major achievement of EISA in Madagascar in 2013 was the election of 30 women in the National Assembly which has given Madagascar 20% female MPs in the Lower House. In comparison, they were only 3.8% in 2002 and 9.4% in 2007. Further, a woman was elected Speaker of the National Assembly after the Lower House was sworn in. Though she was replaced later on by a male parliamentarian, she was the first woman to hold such a high level position in Madagascar since independence.



The Transition Prime Minister and female parliamentarians, February 2014, Antananarivo

OUTPUTS

- Capacity of electoral authority to prevent and mitigate election related conflicts enhanced through the deployment of CSOs conflict mediators, the establishment and operationalisation of a Situation Room providing updated reports of incidents of violence
- Citizens informed and educated on the electoral process through enhanced capacity of civil society organisations to design and disseminate voter information and education awareness
- Improved capacity of civil society organisations to observe the conduct of electoral processes
- Political parties equipped to play their role effectively during the polling process through strengthened capacity to train and deploy poll watchers
- Improved conditions for women to participate in the decision-making process through increased number of women elected at the National Assembly

PREVIEW OF PLANS FOR 2014

- Publishing and disseminating gender disaggregated statistics on elections
- Publishing an assessment report on gender mainstreaming in the legislative process in Madagascar
- Developing a gender sensitive legislation assessment tool
- Holding a policy dialogue workshop for parliamentarians on gender mainstreaming
- Supporting and monitoring plans of action on gender equality
- Train political parties on EISA's benchmarks and gender mainstreaming;
- Providing orientation training to female MPs
- Preparing and holding a post-election review workshop

STAFF

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Mali



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COUNTRY REPRESENTATIVE



KADIATOU TOURE
ADMINISTRATION AND FINANCE
ASSISTANT



SOUMAILA DICKO
PROGRAMME ASSISTANT

Field office report: Mali

OVERVIEW

Over the past year the EISA- Mali office has implemented activities relating to the 2013 post-conflict presidential and legislative elections in the Republic of Mali with the Support of the UNDP Basket Fund and the Swiss Federal Department of Foreign Affairs (FDFA). These elections were meant to end a politically tumultuous period in the history of Mali. On 17th January 2012 Tuareg separatists of MNLA (Mouvement National de Liberation de l'Azawad (Azawad National Liberation Movement) attacked the North of the country and thereafter frustrated soldiers toppled the President on 22 March 2012. Just after the coup separatists and jihadists movements which include Ansar Eddine, the Mouvement pour l'unicité et le Jihad en Afrique de l'Quest (MUJAO) and Al Qaeda in Islamic Magreb (Also known as AQMI). seized and occupied two-thirds of the country (three northern regions) until they were chased by French troops in January 2013.

In pursuance of its commitment to supporting the democracy building processes in Africa, EISA opened an office in the Republic of Mali on 15th May 2013.

EISA-Mali conducted two programmes. The "Strengthening the Multi-Party Liaison Committees" project funded through a grant received from the Swiss Federal Department for Foreign Affairs and a project to put in place "Conflict Management Panels" in preparation for the 2013 elections, funded by the United Nations Development Programme (UNDP) through the "Projet d'Appui au Processus Electoral au Mali (PAPEM)". In addition the EISA-Mali office supported the African Union Elections Observer Mission during the presidential election.

After the promulgation of the new electoral law by the President of the transition on 28th May 2013, the first round of the presidential election took place on 28th July 2013 while the run-off was held on 11th August 2013. The legislative elections were held on 24 November 2013 (first round) and 15 December 2013 (second round).

ACHIEVEMENTS

Multi-Party Liaison Committee (MPLC) strengthened

Although the MPLC was created in 2001, it was not operational. Through this project EISA facilitated the interaction between political parties and the Ministry of Territorial Administration (MAT) (under whose authority the MPLC's fall) as a priority of the project. This was achieved through thematic workshops on the different steps of the electoral process including the role of political parties in the success of voter card distribution, electoral campaigning

and compliance with the Code of Conduct, the role of political parties in electoral conflict prevention and management. Workshops were conducted in Bamako as well as in other regions. Before the election, six workshops were facilitated in Bamako and five in the following regions: Segou, Sikasso, Mopti, Koulikoro and Bougouni. The main achievement was the facilitation of a platform for engagement. This included an opportunity provided to political parties to raise their concerns regarding the conduct of the electoral process and to share their views on issues they faced during the electoral process.

EISA's approach of thematic workshops made the meetings very relevant and beneficial to participants and made the Multi-party Liaison Committee attractive again after a period of lack of interaction between political parties and the relevant authority.

In Mali there are three Election Management Bodies:

1. The Délégation Générale aux Elections (DGE) in charge of the voters' register and voter cards;
2. The Independent National Electoral Commission (CENI) in charge of supervising the whole electoral process; and
3. The Ministry of Territorial Administration and Decentralisation in charge of the actual management of elections.

Post election evaluation workshops convened

After the presidential election, EISA organised two evaluation workshops in Bamako, one with the political party leaders and another with the political parties' women committee. Another evaluation workshop was organised in Gao (a formerly occupied northern region). These workshops were an additional opportunity for political parties to assess the conduct of the presidential election and make suggestions on improvements to the legislative elections. The evaluation meeting of Gao was a unique opportunity for political stakeholders in this region to interact directly with the regional authorities after the election, which was not the case after previous elections.

The legislative elections were held on 24th November 2013 (first round) and 15 December 2013 (run-off). During these elections EISA supported two meetings between the MAT and political parties in Bamako, on 31 October and 14 November 2014. The first meeting dealt with the state of preparedness by the Ministry of Territorial Administration and Decentralisation (MAT) whereas the second one was about the state of the special voter transfers, the voter lists and the dispatch of polling centres and stations. These meetings were good opportunities for parties to interact with the Ministry and raise their concerns directly.

Code of Conduct promoted

In order to contribute to a peaceful campaign, EISA embarked on the promotion of the code of conduct of political parties and candidates. The objective of this activity was to encourage political stakeholders to comply with the provisions of the code of conduct of their voters' education activities, peaceful campaigning and voting, acceptance of the results or reliance on the law for any complaint. A video was produced and broadcast (30 times) in French

and five national languages (Bambara, Peuhl, Sarakole, Tamashep and Sonrai) on the national television. A workshop was also organized in Bamako by EISA to assess the compliance of the political parties and candidates with the code. This workshop gathered 70 party officials on 22 November 2013. Political parties commended EISA and its other partners for the opportunity they had to contribute to a peaceful process.

Party agent training

As part of this project, EISA used the opportunity of the National Assembly elections to conduct training activities for party agents involved in poll watching on Election Day. Prior to the training, a training handbook on poll watching was developed providing guidelines on how they should monitor the elections and report their polling day observations. Using this training handbook we provided three one-day training sessions to a total of 330 party agents. The first training location was Dioila (175 km from Bamako) and gathered 133 agents from the three lists in competition. The second training session which included 104 participants was organised in Mopti in the northern region. The third and last training session gathered 93 agents and took place in Bamako. The training workshops offered an opportunity for participants from different parties to share ideas on the role of political parties in safeguarding the integrity of the electoral process and agree on harmonised data collection and reporting on poll watching forms provided by EISA.

Conflict Management Panels established

During the period under review EISA was able to introduce its Election Conflict Management model which establishes Conflict Management Panels. This was the first time such an activity has taken place in Mali. To implement the project, EISA partnered with four national NGOs, drawing panellists from these NGOs in compliance with a set of criteria drafted by EISA in consultation with the NGOs. Some of the criteria for selection included being a Malian citizen, being a member of partnering NGOs, not politically involved, impartial and resident of the area of deployment. Selected mediators signed the criteria sheet provided by EISA. EISA developed the relevant training material and trained a total of 242 mediators of which 103 were women. These mediators were deployed to Bamako, Ségou, Koutiala, Mopti, Timbuktu, and Ansango. Timbuktu and Gao are northern regions occupied by Jihadists movements in 2012.

The Conflict Management panels achieved:

- Diversity in the participants in terms of professional affiliation, gender, region and religion ;
- Electoral conflicts mapped, prevention and mediating mechanisms discussed;
- Civil Society Organisations' skills enhanced in managing and resolving conflict either during the electoral process or within the normal routine of community life;
- The legal and institutional framework for the presidential election and legislative elections and the role of key electoral stakeholders discussed and well understood by participants;

- Shared learnings from other EISA programmes such as the DRC's, Burundi's and Chad experiences amongst local CSO's on election conflict management ;
- De facto integration of CMP's in the electoral scene in Mali;
- Creation of a pool of mediators ready to get involved in any kind of conflict management in their community.

CHALLENGES

The main challenge for EISA when it opened its Mali office was working in a post-crisis volatile socio-political environment, with the North still unstable and hostile to the central transition government. The situation remained unstable even after the government was formed following the presidential election. Through regular interaction with authorities as well as other organisations operating in Mali, EISA was able to work effectively and build partnerships taking into account the security situation and the evolution of the political process and establishing itself as a key player in the field of elections in Mali.

PREVIEW OF PLANS FOR 2014

The following activities will be conducted:

- Strengthening the Multi-Party Liaison Committees
- Conducting election conflict management
- Support to female candidates (May election conflict to legislative strengthening does not have guaranteed support)
- Supporting local governance strengthening
- Supporting Legislative strengthening
- Supporting political parties development

STAFF:

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Mozambique



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Field office report: Mozambique

OVERVIEW:

During 2013 the EISA Mozambique Office implemented the last phase of the Africa Democracy Strengthening (Phase II) Programme, which ended in December 2013, and began in October 2013 the implementation of the programme “Increased Transparency of the 2013/2014 Electoral Process in Mozambique (ITEP)”. EISA Mozambique also continued to develop activities related to the project to “Promote Women’s Participation in Politics”.

Under the ADS II, EISA Mozambique Office provided support to the electoral process through its participation in the selection process of the new National Electoral Commission, training citizen observers and journalists on observation of voter registration and coverage of electoral process as well as support to strengthening the institutional capacity of political parties, namely the three Mozambican parliamentary parties: Front for Liberation of Mozambique (FRELIMO), Mozambique Resistance Movement (RENAMO) and Democratic Movement of Mozambique (MDM).

Under the ITEP programme, EISA Mozambique focused its activities on strengthening the capacity of political parties to monitor the municipal elections of 20 November, supporting citizen observation of the 20 November municipal elections; observation of the 20 November local elections process; and providing public information on the 20 November local elections. This included the training of FRELIMO and MDM party agents; providing technical support and training for the parallel vote tabulation conducted by the Electoral Observatory. EISA also followed and reported on all stages of the local elections process, and deployed a Technical Observer Mission. EISA set up a dedicated website and Facebook page focused on the Mozambican 2013/2014 electoral process to provide the public with documentation, data and news about the elections. EISA disseminated the results of its 2012 study on the “Women in positions of leadership in Mozambique”.

The Mozambique Office also contributed actively to the achievement of EISA’s institutional support to regional and continental observer missions, as well to a number of consultancies.

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, marked by the stepping down of Armando Guebuza, the current President, who will reach his constitutional term limit. Starting in late 2012 and throughout 2013, the political and military dispute between the Government and the main opposition party, RENAMO, over the state of democracy in Mozambique, the electoral process and the distribution of national wealth, dominated the political landscape.

EISA's work in Mozambique in 2013 was funded by the Department for International Aid (DFID), The Royal Danish Embassy, (DANIDA), the Swedish International Development Co-operation Agency (Sida), the Swiss Agency for Development and Cooperation (SDC), and the British High Commission in Maputo.

ACHIEVEMENTS

Electoral processes supported

- **Election Management Body engagement**
 - *Civil society represented on the election management structure*

The Mozambican Parliament approved new electoral legislation, including a new law on the National Elections Commission (CNE), in December 2012. According to the new law, the new CNE, the eleven provincial electoral commissions (CPEs) and the 160 district electoral commissions (CDEs) should have three civil society representatives. These representatives were to be selected from among candidates put forward by legally constituted civil society organisations.

EISA, in conjunction with the Electoral Observatory (OE), facilitated the process of selecting civil society candidates for the CNE and the eleven CPEs. Thus a total of eleven provincial civil society fora, with the participation of more than 200 CSOs, took place between mid-February and late March 2013. Out of each forum, a list of candidates was submitted to the current CNE for the selection of 3 members and 3 alternates for each CPE. In addition, EISA and the OE facilitated two CSO meetings in Maputo, with more than 100 participants, to select the civil society representatives for the CNE.

As a result of this process, 3 CSO representatives were selected by parliament for the new Electoral Commission among which the new Commission Chairperson, Sheik Abdul Carimo Sau, former Executive Director of the Electoral Observatory and an EISA EOM alumnus.

- *Electoral stakeholders more knowledgeable about the electoral process:*

EISA supported training activities carried out by the CNE aimed at specific stakeholders, namely 27 journalists in Inhambane province and 80 police officers in Niassa province. EISA also supported the National Electoral Commission with the production of information materials to be distributed to national and international observers, namely 1,000 observer packs, which included legislation, a polling station manual, t-shirts and caps for the local elections. This allowed those observers to have key election information in pocketbook format and readily available on Election Day. It also allowed different observer groups to adapt their observation checklists to the detailed polling station procedures.

EISA also trained 75 journalists from 50 municipalities on the electoral legislation and media coverage and reporting of elections. These training events took place in the cities of Maputo, Beira, Quelimane and Nampula in August and September 2013. The purpose of this training was to have a body of journalists in every municipality who are able to report accurately on the electoral process, combining national media with local and community media.

- **Election observation strengthened**

- *EISA observation deployed*

EISA deployed its first-ever Technical Observer Mission to municipal elections. This was the only formal international observer mission to the Mozambican local elections of 2013. The 5-member Mission was comprised of observers from Angola, Belgium, Germany, Nigeria, and Portugal, and deployed on 11 November, reviewed all phases of the electoral process, met with key stakeholders, and observed campaigning and voting in 8 municipalities. An observation report will be shared with the main election stakeholders, including the EMB, political parties, civil society groups, and will also be posted on the EISA website.

The Mission made a number of findings that included:

- An improvement in the process of handling candidatures by the CNE, when compared with the 2009 electoral process.
- The late announcement by the government of the creation of 10 new structures of the EMB, whereby the National Commission has limited authority over lower level bodies (provincial and district commissions) created dysfunction in election management.
- The lack of access by political parties to voters' rolls limited the transparency of the process.
- The very low number of women as mayoral candidates continues to contribute to low representation of women in individually elected positions.
- Incidents of violence in the last days of campaigning in some municipalities due to excessive use of force by the police stained an otherwise peaceful process.
- Most national observers were not accredited in the city of Beira, the main opposition-governed municipality, limiting significantly the transparency of the process in the country's second largest city.
- Problems during the counting process in some municipalities due to the fact that polling officials were refusing to hand over copies of the tally sheets to opposition party agents and excessive intervention by the police tarnished the last stages of the process.
- Excessive delays in the intermediate tabulation of results at district level created an environment of suspicion about the credibility of the election results.

- *Support to Citizen Observation*

EISA supported the training and deployment of 265 citizen observers from the Electoral Observatory for the observation of voter registration in the 53 municipalities in Mozambique. Voter registration for municipal elections took place from 25 May to 23 July 2013.

Additionally, EISA trained 600 citizen observers for the collection and transmission of observer data on Election Day, including election results for a parallel vote tabulation exercise. EISA also assisted with the processing of the data through a database. For the first time, EISA made use of its mobile methodology outside of its own continental missions, providing citizen observers in Mozambique with smartphones loaded with the ODK software to collect and send observation data in real-time. EISA also developed the electronic forms used by the observers. This methodology was used as a pilot in three of eight municipalities observed by citizen observers in Mozambique. EISA also supported the PVT in another five municipalities with SMS methodology. The PVT results in one municipality were instrumental in assisting the Constitutional Council in deciding an electoral dispute, which resulted in the Council

annulling the elections in Gurué and have them repeated due to serious irregularities in the tabulation of results.

Observers and CSOs alike received well the new technology, as it allowed fast collection of data and made it easier to send the data to the PVT control centre. Local observer groups are looking into opportunities to use it in other phases of the electoral process, such as observation of voter registration.

- *Support to international observation*

EISA trained more than 60 diplomatic staff from different embassies who were deployed as international observers, and provided them with standardised observer forms and translated copies of electoral legislation. This followed a now well-established tradition of having EISA Mozambique train the local embassies before they deploy their staff to observe elections. For most of the trainees, this was the first opportunity to get acquainted with the Mozambican electoral legislation and voting procedures.

- *Electoral Information-sharing*

EISA Mozambique created both a dedicated website and a Facebook page to share documentation, information and news about the 2013/2014 electoral process in Mozambique to the general public (<http://www.processoeleitoral.org.mz> and <https://www.facebook.com/processoeleitoralmoz> respectively). The website has received 1,350 hits, and the posts on the Facebook page were seen by around 29,000 people in a period of 4 months, which represents 240 views a day.

- **Political party support strengthened**

EISA continued to provide support to the three Mozambican political parties with seats in parliament, namely FRELIMO, RENAMO and MDM. In 2013, EISA's support to political parties, which is provided primarily through funding of training and technical assistance, focused primarily on providing the parties with capacity to monitor the electoral process.

- *Frelimo equipped with election monitoring capacity:*

Eleven central-level trainers and 60 province-level trainers for party election monitoring were trained in Maputo and in each province in September. These trainers were in charge of training all Frelimo election monitors for the 53 municipal elections scheduled for 20 November 2013. With EISA support, Frelimo was able to have trained trainers in every municipality who in turn delivered training to their peers locally.

- *MDM equipped with election monitoring skills:*

EISA supported the training of 1,000 MDM party agents in 12 municipalities. This allowed the party to have fully-trained party agents in all polling stations in those municipalities. The party has acknowledged that this training increased significantly the party's ability to monitor the elections at the polling station level, and contributed decisively to improve the quality of the party agents' performance as compared to previous elections.

- *Political dialogue supported:*

EISA supported an extraordinary meeting of the 60-member RENAMO National Council in the central province of Sofala, in September 2013, where the current political crisis in Mozambique was discussed. This activity was linked to efforts by civil society, also supported by EISA (see below) to find a negotiated solution to the political and military crisis between the Government

and Renamo. EISA played a role in supporting shuttle-diplomacy efforts in July and August 2013 by a coalition of civil society groups, led by church leaders, to establish a dialogue between the Government and Renamo. Civil society representatives shuttled between Maputo and the Renamo headquarters in Sofala province to discuss proposals for a resolution of the crisis. The outcome of this effort was an agreement by RENAMO to streamline the number and scope of its demands. Unfortunately, later on all these diplomatic efforts were derailed by armed action from both sides.

- **Promoting the Participation of Women in Politics in Mozambique**

Two TV roundtables were sponsored to discuss the issue of women's participation in politics and in elections. This was part of a dissemination and public awareness campaign to publicise the results of a study conducted by EISA in late 2012 about levels of participation by women in decision-making bodies in Mozambique.

- **Other Activities**

In this review period the Country Director participated in the training of the SADC Election Observation Mission (EOM) to Zimbabwe, and provided support to the African Union EOM to Zimbabwe, as part of EISA's technical assistance to the AU election observation missions supported by EISA's ADS II programme.

OUTPUTS/OUTCOMES

- Increased capacity of Mozambican citizen observers to observe elections
- Increased capacity of political parties to monitor electoral processes
- Improved quality of political party election monitoring
- Increased capacity of the media to understand the electoral process
- Increased quality of media coverage of elections
- Improved public knowledge about the electoral process

PREVIEW OF PLANS FOR 2014

1. Electoral Process:
 - *To support the training of party agents for voter registration and election day*
 - *To support citizen observation of voter registration and election day, including the conducting of a PVT*
 - *To conduct long and short-term observation of the 2014 national elections*
2. Women in Positions of Leadership:
 - *To conduct advocacy actions for increased numbers of women candidates in the party lists for the legislative elections*

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- Dito Canazache – Housekeeper & Office Clerk

Zimbabwe



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Field office report: Zimbabwe

OVERVIEW

The Electoral Institute for Sustainable Democracy in Africa (EISA) continued to provide support to the Zimbabwe Electoral Commission (ZEC) and electoral stakeholders in 2013. The year 2013 marked another milestone in Zimbabwe's electoral history when the country held a constitutional referendum in March 2013 and the harmonised elections (Presidential, Parliamentary and Senatorial as well as council elections) in July 2013. Unlike in previous years where Senators were directly elected, the 2013 Senatorial seats were determined by the proportion of votes each political party received. This followed the adoption of the new constitution which adopted a Proportional Representation System (PR). The bulk of activities carried out under the project "Promoting Democracy in Zimbabwe through Supporting the Referendum and Electoral Processes" were geared towards ensuring ZEC's readiness in organising the two events. With the financial support from the Swedish International Development Agency (SIDA), the Royal Norwegian Embassy, the Swiss Development Cooperation (SDC), the Canadian International Development Agency (CIDA) and the European Union (EU), ZEC's ability to effectively and efficiently manage electoral processes was improved as EISA provided numerous opportunities for ZEC personnel to gain new knowledge and skills that were relevant to the successful implementation of ZEC's mandate. In recognition of the successful partnership between the two institutions, ZEC and EISA renewed their Memorandum of Understanding in November 2013 for a further four years. The support provided to ZEC has contributed towards the following achievements during the period January to December 2013:

- Enhanced capacity of ZEC personnel to manage electoral processes.
- Increased awareness of the electoral process by voters.
- Improved ability to manage conflicts by ZEC and other statutory institutions.
- Increased stakeholder engagement by ZEC.

EISA's work took place in a challenging environment with the harmonised elections being called for 31 July 2013. The referendum took place in March 2013 with an overwhelming endorsement of the Constitution. EISA also engaged with electoral stakeholders such as political parties through EISA's regional and continental programmes such as the "Strengthening Electoral and Democratic Processes (SEDP) in the SADC Region" and the Annual symposium. As a result of these initiatives a substantial amount of work was done and significant achievements have been recorded from January to December 2013. There was a consolidation of the strategic partnerships between ZEC and key stakeholders, as well as the enhancement of the capacity of all role players in the electoral process. ZEC has become more accessible and more transparent in its business by way of increased interaction and collaboration with all electoral stakeholders.

REVIEW OF ACHIEVEMENTS

Considerable achievements were made during 2013 notwithstanding the challenging environment.

1. ZEC and other election stakeholders supported in establishing conflict management mechanisms

During the 2013 reporting period, EISA supported ZEC in organising a conference on the theme “Comparative Experiences on Referendum and Election Related Conflicts”. This conference explored solutions to election-related conflicts by drawing on regional experiences. The conference also benefited from expert contributions from Zimbabwe and Mozambique. Inputs focused on best practices from across the SADC region and the continent. A total of 141 participants from statutory and non-statutory institutions attended the conference. The stakeholders included; political parties, Joint Monitoring and Implementation Committee (JOMIC), Organ of National Healing, Reconciliation and Integration (ONHRI), Zimbabwe Human Rights Commission (ZHRC), Zimbabwe Republic Police (ZRP), Civil Society and Faith Based Organisations (CSOs) representatives from the media, academia and development partners. The significant reduction of election related conflict in the period leading to, during and after the 2013 harmonised elections can partly be attributed to the improved ability of ZEC and related institutions to develop a common approach to managing election related conflict.

2. Political Party engagement supported

Although the legal framework provides for the establishment of Multi Party Liaison Committees (MPLCs) following the proclamation of election dates, the conflictual relations between the various political parties warranted a pro-active approach to improving interaction between and among the political parties with ZEC. EISA supported ZEC in engaging with all the 26 registered political parties through regular consultative meetings. These meetings provided political parties with a platform to engage ZEC on a number of election related issues such as the registration of voters and the voters roll, accreditation of observers, voting procedures, party funding, and selection of polling officials and the announcement of election results. ZEC also briefed the parties on electoral reforms, particularly with reference to changes in the electoral system. A post referendum review meeting with senior leaders of all the political parties in Zimbabwe on 22nd April 2013 was convened by ZEC, with EISA’s support, attended by the following 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 (ZAPUFP)

Political parties placed high value on this dialogue demonstrated by the fact that political parties consistently sent very senior representatives. Inter-party relations improved as parties were able to exchange ideas in a controlled environment instead of their usual encounters during election campaigns which are largely characterised by varying degrees of conflict. Consequently, there were no reported conflicts (aside from isolated cases) in the run up to, during and after the referendum in March 2013 and harmonised elections in July 2013 in comparison to the same period during the build up to the 2008 harmonised elections.

3. Internal capacity of political parties strengthened

Recognising the positive role that parties play in the electoral process, a workshop focussing on strengthening the internal organisation and capacity of parties in Zimbabwe was held in February 2013 with the participation of two senior members of the Zimbabwean Electoral Commission (ZEC).; The content of the workshop covered four main thematic areas namely; party systems, policy development, party public outreach and leadership. A total of 32 participants (23 male and 9 females drawn from the six main political parties) including high ranking members of political parties such as Members of Parliament (MPs), Political Commissars and members of the parties' Politburos and Central Committees participated.

These parties which attended were:

- Mavambo/Kusile/Dawn (MKD)
- Movement for Democratic Change-Mutambara (MDC-M)
- Movement for Democratic Change-Ncube (MDC-N)
- Movement for Democratic Change-Tsvangirai (MDC-T)
- Zimbabwe African Peoples Union (ZAPU)
- Zimbabwe African National Union-Patriotic Front (ZANU-PF)

Besides the value of its content, the workshop also accorded all parties an opportunity to interact with each other and share views on issues which affected them irrespective of their political affiliations in a neutral environment. Thus, this workshop directly contributed to the improvement of interparty relations at a critical time when the country was preparing for elections. More importantly, the evaluation of the workshop participants showed that the training laid a solid foundation for quality training beyond the elections.

4. Development and conduct of voter education (VE) through strategic partnership between ZEC and CSOs enhanced

EISA successfully supported ZEC in its outreach to the public through the development, production and distribution of voter education materials by ZEC in collaboration with CSOs and political parties. Voter education materials including over 2.5 million pamphlets, 4,000 voter education guides, and thousands of posters, and flyers were produced in 2013. These materials were distributed countrywide to the electorate, particularly the youth, rural residents, women and other groups in hard to reach areas. They were also exhibited at the ZEC exhibition stand during the Zimbabwe International Trade Fair (ZITF) in Bulawayo in April 2013 where about 11,000 people including Cabinet Ministers and Members of Parliament visited the ZEC exhibition stand where they received voter education materials including information on other registration processes. The materials were produced in English and translated into eight vernacular languages namely, Ndebele, Shona, Sotho, Venda, Nambya, Tsonga, English and Kalanga. In addition to these materials, 83 Billboards carrying voter registration messages in three main languages namely, Shona, Ndebele and English, were produced and installed in strategic locations with the aim of sensitising eligible voters of registration processes.

The interest of many CSOs in supporting ZEC' public outreach initiative, resulted in over 30 CSOs being trained and accredited by ZEC to conduct voter education countrywide, either using ZEC voter education materials including the voter education handbook, flyers, pamphlets, and posters or their own materials that were approved by ZEC.

EISA conducted a monitoring exercise of the accredited CSOs' voter education activities in June 2013 which confirmed that CSOs had a high level of understanding of key aspects of the electoral process. This was evident in the CSOs creative use of various voter education methods such as road shows and drama. This collaboration between ZEC and CSOs in the conduct of voter education was non-existent before and a tangible result of this project's success. However, the capacity of CSOs to effectively conduct intensive voter education in the run-up to the harmonised elections remained limited due to delayed accreditation by ZEC.

A further achievement of ZEC's endeavours to reach out to the public was the inclusion of Faith Based Organisations (FBOs) in the conduct of voter education and in recognition of the vital role they play in engaging with voters.; Two training workshops were organised, in Harare and Bulawayo both having a high turnout with 70 participants (50 males and 20 females) attending in Harare and 66 participants (58 males and 12 females) in Bulawayo.

5. Media reporting on referendum and election strengthened

Following collaboration between the media and ZEC in 2012, 2013 saw the consolidation through continuous engagement with regular briefings and press releases by ZEC in the run up to, during and after the referendum in March 2013 and the July 2013 elections to ensure accurate dissemination of information to the media and in turn to the public. In all ZEC held four media briefings ahead of the referendum, 12 briefings on polling day and one briefing per day in the three days between polling and results announcement, nine press conferences before, during and after the 2013 elections and issued six press releases during the same time. ZEC remained available to provide clarity of issues of interest to the media. Consequently the reporting period witnessed more balanced reporting by both the state and

private media houses on the electoral process compared to election reporting during the 2008 elections.

6. Voter Registration supported

While voter registration is a function of the Office of the Registrar General of Voters (RGV), ZEC's responsibility was to supervise the voter registration process and to jointly address problems with the RGV Office. In a quest to enhance its capacity to preside over voter registration and in anticipation of its fully fledged role in voter registration, ZEC undertook a two-week long study tour with the support of EISA to Ghana and Tanzania to learn best practices in voter registration processes. A team of ZEC Commissioners, the ZEC Secretariat, an official from the Office of the RGV, the Permanent Secretary of the Ministry of Constitutional and Parliamentary Affairs, and a senior official from the Ministry of Justice and Legal Affairs set out to these two countries to draw lessons on voter registration ahead of the harmonised elections.

Subsequent to the study tour mentioned above, the RGV Office carried out a mobile registration exercise from 29th April to 29th May 2013. ZEC recognised certain shortcomings in the process and taking advantage of the new Constitution which had been adopted in March 2013, ZEC arranged a second voter registration exercise from 10th June to 9th July 2013. Against this background, EISA carried out a monitoring exercise throughout the country visiting voter registration centres to check compliance of the RGV and ZEC officials to the Electoral Act. EISA's observations were that although the RGV officials were overwhelmed by the high number of people who turned out to register resulting in long queues, the challenges were speedily addressed by ZEC in collaboration with other stakeholders unlike in the first round of the mobile registration process. Thus, the second round of voter registration overseen by ZEC enhanced credibility of the voter registration process and integrity of the voter register.

PREVIEW OF PLANS FOR 2014

- Post referendum and election review conference
- Stakeholder conference on voter registration
- Review of the ZEC 5 Year Strategic Framework
- Continuous stakeholder engagement
- End of Project Evaluation

STAFF

- Dr.Victor Shale (Country Representative)
- Mr. Patson Chitopo (Programme Officer)
- Mr. Ian Goredema (Programme Officer)
- Ms. Gamuchirai Matsheza (Finance and Administration Officer)
- Mrs. Antonneta Hamandishe (Administrative Assistant)
- Mr. Shingirai Mutandwa (Driver)
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- Financial Statements
- Staff Members
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ACCOUNTANT



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SENIOR BOOKKEEPER



PONTSHO MOTAUNG
BOOKKEEPER



IVY PILLAY
RECEPTIONIST



PETER MAJE
DRIVER



MATHEMBI MEHLOMEKHULU
HOUSEKEEPER

Financial statements

ELECTORAL INSTITUTE FOR SUSTAINABLE DEMOCRACY IN AFRICA NPC
REGISTRATION NO. 1996/008257/08

STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2013

	Notes	2013 R	2012 R
ASSETS		98 611 749	47 621 163
Non - current assets		11 056 748	11 868 637
Property and equipment	3	11 056 748	11 868 637
Current assets		87 555 001	35 752 526
Trade and other receivables	4	3 167 602	1 025 952
Accrued income - grants	5	1 720 146	759 849
Cash and cash equivalents	6	82 667 253	33 966 725
TOTAL ASSETS		98 611 749	47 621 163
RESERVES AND LIABILITIES		98 611 749	47 621 163
Accumulated fund		20 404 710	16 290 885
Operating fund		6 631 336	6 580 679
Unrealised foreign currency reserve		3 220 801	-
Restricted programme funds		-	-
Retrenchment fund		2 268 143	1 875 776
Revaluation reserve fund		6 893 021	6 893 021
Sustainability reserve fund		1 391 409	941 409
Current liabilities		78 207 039	31 330 278
Trade and other payables	7	1 590 815	695 298
Deferred income - grants	8	69 016 280	29 503 049
Deferred income - other	8	129 304	129 304
Provision for leave pay	9	520 588	433 274
Provision - general		1 375 028	388 806
Amounts refundable	10	5 575 024	180 547
TOTAL RESERVES AND LIABILITIES		98 611 749	47 621 163

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2013

	Notes	2013 R	2012 R
Income		80 284 672	60 815 903
Gross profit on services		4 956 300	2 087 271
Consulting income		16 550 563	-
Earned income		-	3 547 888
Less: Direct expenses		(11 594 263)	(1 460 617)
Grants	11	73 953 298	58 054 881
Foreign exchange gains		190 195	-
Interest received	12	775 610	329 638
Profit on sale of a project asset		69 322	47 238
Rent received		277 098	255 389
Sundry income		82 849	41 486
Expenditure		83 203 507	62 267 649
Operating expenses		5 733 622	3 018 255
Foreign exchange loss		-	438 626
Salaries and contributions	13.3	3 948 358	4 319 944
Retrenchments		-	446 328
Project expenses not recoverable		-	23 783
Project expenses		73 521 527	54 020 713
Comprehensive (Loss)		(2 918 835)	(1 451 746)
Other Comprehensive Income		7 032 660	7 893 021
Foreign exchange gains on foreign bank accounts		7 032 660	-
Revaluation of building		-	1 893 021
Total Comprehensive income		4 113 825	441 275

Staff members

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- Cecile Bassomo
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- Desmond Dube
- Dipti Bava
- Ebrahim Fakir
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- Ms Magdalena Kieti, Programme officer
- Ms Lynet Ezzie, Administration assistant
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- Mr. Nicholas Chizango – Gardener

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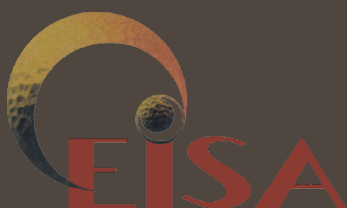
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