

Annual Report
2014



Electoral Institute for Sustainable Democracy in Africa

Annual Report

2014

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

In 2014 EISA had seven field offices, namely Central African Republic (CAR), Kenya, Madagascar, Mali, Mozambique, Somalia and Zimbabwe

CONTACT INFORMATION

www.eisa.org.za | eisa@eisa.org.za |

Tel: +27 11 381 6000 – 7 | Fax: +27 11 482 6163

Table of contents

Board of Directors

Chairperson's message

Executive Director's message

PROGRAMMES

Elections and Political Processes

Balloting and Electoral Services

Political Parties and Parliamentary Support

African Peer Review Mechanism

FIELD OFFICES

Central African Republic (CAR)

Kenya

Madagascar

Mali

Mozambique

Somalia

Zimbabwe

OPERATIONS

Library and publications

Information, communication and technology

FINANCE AND ADMINISTRATION

Financial statements

Staff members

EISA donors

BOARD OF DIRECTORS



MR LESHELE THOHLANE
CHAIRPERSON



MR YUSUF ABOOBAKER



MS OTILIA AQUINO



MR DENIS KADIMA
EXECUTIVE DIRECTOR



DR MUZONG KODI



PROFESSOR TOM LODGE



DR NANDINI PATEL



MS ILONA TIP
OPERATIONS DIRECTOR



DR CHRISTIANA THORPE

Chairperson's message

In 2014 the political context in Africa has remained mixed with serious political and security instability and democratic regression in some countries while other countries experienced noticeable progress toward democratic advancement and consolidation and political stability. Somalia, Nigeria, Mali, Egypt and Central African Republic are among the countries experiencing violent religious, ethnical and/or political conflicts. Similarly the Great Lakes region and South Sudan have continued to face violent ethnic conflicts with massive human rights abuses and restricted freedoms.

On the electoral front, elections in Algeria and Egypt were controversial. The Egyptian presidential elections were won by General El-Sisi and the country was subsequently readmitted to the African Union. As for Algeria, elections were characterised by the lack of a levelled playing field. At the same time, South Africa held credible national and provincial elections with the opposition accepting the results. As for Malawi, the country held technically challenging general elections, ultimately with a successful outcome, leading to the swearing in of a new president of the republic. Guinea Bissau and Mauritania also held critical presidential elections largely endorsed by observer missions.

Potentially volatile political uncertainties continue to mark future presidential elections on the continent as several heads of state are under pressure on the issue of running for a third term. In addition security instability continues to prevail in Somalia, Kenya, Nigeria, Mali, Egypt and Central African Republic.

Regarding citizens' participation in democratic processes, there was an encouraging development in regard to the African Peer Review Mechanism (APRM) with the African Union Summit in June 2014 in Malabo and the APRM Forum sending strong signals about their commitment to the APRM, and more broadly to good governance in Africa.

This is the context in which EISA makes tireless efforts in supporting the continent to achieve its political governance goals of entrenched democratic governance in every country. Through its continent wide, sub-regional and national programmes, EISA has been resolutely contributing to democratic development on the continent through a programming based on the Mission of *"striving for excellence in the promotion of credible elections, participatory democracy, a human rights culture, and the strengthening of governance institutions for the consolidation of democracy in Africa"*.

Year 2014 has seen sustained efforts toward the achievements of the EISA's four strategic goals below:

- Strategic Goal 1– Electoral processes are inclusive, transparent, peaceful and well-managed
- Strategic Goal 2 – Citizens participate effectively in the democratic process
- Strategic Goal 3 – Political institutions and processes are democratic and function effectively
- Strategic Goal 4 - EISA is a stronger and more influential organisation

EISA's work at the continental level supporting the African Union Commission's electoral observation work and the African Peer Review Mechanism and our sub-regional work with the Southern African Development Community, the East African Community and the Economic Community of Central African States (ECCAS) has contributed towards professional observation in Africa and electoral reforms. This result explains why the AU Commission agreed to a 5 year renewal of its MOU with EISA on 9 June 2014.

At national level, EISA has successfully responded to the needs of its partners in Central African Republic, Kenya, Madagascar, Mali, Mozambique, Somalia and Zimbabwe. The setback during this period was the closing down of EISA's field office in Zimbabwe, owing to the withdrawing of funding by the donors following the 2013 elections.

I would like to extend EISA's sincere gratitude and appreciation to our donors who have continued to support our work. I would also like to thank my fellow Board members for their support. A special thanks must go to the EISA Executive Director and staff, who have displayed great commitment and often gone beyond the call of duty in making 2014 a productive and constructive year and enabled EISA to make a contribution to consolidating stability on our continent.

DIRECTORATE



DENIS KADIMA
EXECUTIVE DIRECTOR



ILONA TIP
OPERATIONS DIRECTOR



ROBERT GERENGE
HEAD OF SPECIAL PROGRAMMES



ZAHIRA SEEDAT
SENIOR ASSISTANT - DIRECTOR

Executive director's message

This report covers the year 2014, from January to December. EISA started the year by holding its 12th annual *Staff Strategy Retreat on 25 and 26 March 2014 in Johannesburg, South Africa*. The gathering was attended by professional staff from head office and field offices, including finance staff. The retreat assessed the Institute's progress in achieving its strategic goals, as outlined in the *EISA Strategic Framework*, and reflected on results achieved and lessons learnt within and across different programmes and field offices.

The review of the institutional strategic performance in 2014 concluded that EISA continued to successfully strive for excellence in the promotion of credible elections, citizen participation and the strengthening of political institutions for sustainable democracy in Africa as demonstrated by the achievements made in 2014 under all the strategic goals, as detailed below.

UNDER STRATEGIC GOAL # 1: ELECTORAL PROCESSES ARE INCLUSIVE, TRANSPARENT, PEACEFUL AND WELL-MANAGED

EISA's elections programme tirelessly and productively worked toward its strategic goal of '*Electoral processes are inclusive, transparent, peaceful and well-managed*' throughout the year. This was done by way of technical support to continental, sub-regional and national partners. Specifically EISA provided technical assistance in the field of election observation to the African Union Commission's Democracy and Electoral Assistance Unit and intergovernmental sub-regional bodies such as the East African Community (EAC), the Economic Community of Central African States (ECCAS) and the Southern Africa Development Community (SADC).

The Memorandum of Understanding (MOU) between the African Union Commission and EISA was renewed on 9 June 2014 for five more years. The MOU was signed by H.E. Dr. Aisha Abdullah (AU Department of Political Affairs Commissioner) and Denis Kadima EISA Executive Director. Accordingly EISA deployed its expert teams to support the African Union Election Observation Missions (AUEOMs) in Algeria, Botswana, Egypt, Guinea Bissau, Malawi, Mauritania, Mauritius, Mozambique, Namibia, Sao Tome e Principe, South Africa and Tunisia. Before this, EISA carried out pre-election assessment missions to most of these countries. Some of the elections which took place in 2014 were crucial for the future of the countries as they marked the end of political transitions. These were Egypt, Guinea Bissau and Tunisia.

EISA also supported the EAC, ECCAS and SADC in their respective regions. The Institute also successfully deployed its own election observation missions to Egypt and Mozambique. The EISA EOM in Mozambique was led by the Right Honourable Raila Odinga (former Prime Minister of Kenya) and the EISA EOMs to the phased legislative elections in Egypt were led

respectively by Sheik Abdul Carimo Nordine Sau (Chairperson National Electoral Commission of Mozambique) and His Excellency Cassam Uteem (former President of Mauritius).

At national level, the Institute provided technical assistance to its national partners in Somalia, Mali and Central African Republic (CAR). In CAR in particular, EISA opened an office to support national civil society organisations in citizen election observation and civic and voter education. From the onset, the CAR office noted that the advancement of the electoral process was stalled because of a lack of formal consensus around key reforms, namely the need to delay biometric voter registration methodology owing to limited resources in favour of computerised voters' register with photograph as well as the need to combine the presidential and legislative elections in order to contain costs. EISA played a central role in supporting the *Cadre de Concertation* - a consultative body established by the Electoral Code to provide a platform for consultation between the National Authority for Elections (ANE), government, political parties and civil society - in bringing national stakeholders together in a crucial workshop to address these challenges. This EISA facilitated workshop not only achieved this main objective toward electoral reform but also enabled the tense relationship between the *Cadre de Concertation* and the National Authority for Elections (ANE) to recede with each institution committing to collaboratively work within the realm of its mandate. This was a major achievement for EISA, as a newly established organisation in CAR.

In Zimbabwe, EISA continued to provide support to the Zimbabwe Electoral Commission (ZEC) and electoral stakeholders in 2014 focussing on 2013 post-election interventions.

In Kenya, key aspects of EISA's technical support in the election field included the development of a case digest on election dispute decisions by tribunals, the strengthening of the capacity of party agents to mount professional monitoring in various by-elections, the development of recommendations for amendments to the Political Parties and Election Acts, and the development of recommendations for enhancing the framework for electoral disputes resolution in Kenya.

In Mali, EISA implemented activities relating to its programme support to the Multi-Party Liaison Committees (MPLC). This was done by supporting meetings between the Ministry of Interior and Security in its role of managing elections and political parties on the electoral and political process in the country. EISA also organised thematic workshops on the electoral process with political parties. However the local elections scheduled for April 2014 were postponed to October and later to 2015 owing to security concerns in the North. Nonetheless, through this programme, EISA was able to strengthen its partnerships with stakeholders of the political process in Mali, taking into account the security situation and the evolution of the electoral and political context and established itself as a key player in the field of elections in Mali.

STRATEGIC GOAL # 2: CITIZENS PARTICIPATE EFFECTIVELY IN THE DEMOCRATIC PROCESS

Under this strategic goal, EISA has successfully conducted a variety of activities and thus contributed to the effective participation of citizens and marginalised segments of the citizenry in the democratic process in their countries. This can be illustrated in Somalia where civil society is being introduced to notions of how to work with government when both structures (civil society and government) are weak and barely functional. EISA's approach is based on the realisation that, at its current stage of democratic development, Somalia should emphasise dialogue between civil society organisations and the state rather than focus on "holding the state to account". Once there is an established dialogue platform, then only can there be a gradual shift towards accountability.

The African Peer Review Mechanism (APRM) programme is also one of the key channels through which EISA supports citizen and civil society organisations' participation in democratic processes. During the reporting period, the EISA APRM Programme focused on surveys in selected countries which will inform the next steps of the work.

STRATEGIC GOAL # 3: POLITICAL INSTITUTIONS AND PROCESSES ARE DEMOCRATIC AND FUNCTION EFFECTIVELY

Under this strategic objective, EISA worked mostly with political parties and parliament. After a strong focus on Botswana, Lesotho and South Africa, EISA's Southern African Political Parties Programme now encompasses Swaziland. A key aspect of this work was the focus on women and youth in political parties. Similarly the Political Party and Parliament Programme is implemented in countries such as Somalia, Kenya, Mozambique and Madagascar. In Somalia, EISA engaged successfully with parliament through parliamentary committees. Issues of women's representation have been at the fore of the partnership. In Madagascar, thanks to EISA's ongoing technical support, there has been closer cooperation between women MPs from different political parties which had not happened in the past. EISA has supported them in developing a strategy for them to work together on common policy issues through a Women's Caucus.

STRATEGIC GOAL # 4: EISA IS A STRONGER AND MORE INFLUENTIAL ORGANISATION

During the reporting EISA has continued to strengthen itself as a professional, influential and innovative organisation. This is evidenced by several achievements including:

- EISA's Balloting and Electoral Services are continuously sought thanks to the reliable and fast features of its technology coupled with the much appreciated level of professionalism, impartiality and transparency with clients. As a result, EISA has been able to attract and keep a high calibre clientele.
- The EISA APRM: at the in-country validation workshop, tweeting on the event reached 220,000 people. We need to use twitter more strategically at EISA events to raise EISA's profile.
- The website had 309,193 unique visitors.
- EISA has been able to demonstrate its ability to respond quickly to partner needs and bring experts upon request. EISA has thus earned the respect of other organisations as a credible and professional African organisation. This has been demonstrated in Somalia, CAR, Kenya, Mozambique, Madagascar, Mali and the Institute's broader programming. EISA's 15 year old peer-reviewed Journal of Africa Elections has continued to receive submissions from across the continent.
- EISA participated in and made input into a number of events including as a member of the constitution drafting team of the Association of World Election Bodies (AWEB), as part of the South-to-South exchange programme participating in a study tour to the 2014 Ecuador regional elections and the UNDP global conference on elections held in Amman, Jordan. EISA staff gave a number of radio and television interviews both at Head Office and in the respective field offices.

The next reporting period will see major elections marking the end of political transitions (Egypt, Central Africa Republic and Burkina Faso) or the end of presidential terms (Benin, Burundi and Tanzania). Year 2015 will also start with an annual staff strategy retreat to assess and draw lessons for 2014 and plan for 2015.

Programmes

- ELECTIONS AND POLITICAL PROCESSES
- BALLOTING AND ELECTORAL SERVICES
- PARTIES AND PARLIAMENTARY SUPPORT
- AFRICAN PEER REVIEW MECHANISM

PROGRAMMES



VINCENT TOHBI
PROGRAMMES DIRECTOR



LUCIEN TOULOU
PROGRAMMES DIRECTOR
(JUNE TO DECEMBER 2014)

ELECTIONS AND POLITICAL PROCESSES



OLUFUNTO AKINDURO
HEAD OF DEPARTMENT



FLORENT KABONGO
SENIOR PROGRAMME OFFICER
(JANUARY TO SEPTEMBER 2014)



CECILE BASSOMO
PROGRAMME OFFICER



YVETTE ONDINGA
PROJECTS COORDINATOR



NAPHTALY SEKAMOGENG
PROJECTS COORDINATOR



LINDELWE DUBE
INTERN

Elections and Political Processes (EPP)

OVERVIEW

The Elections and Political Processes (EPP) department continued to contribute to EISA's first institutional strategic goal – *'Electoral processes are inclusive, transparent, peaceful and well-managed'*. Through its partnership with continental and regional economic bodies, the department contributed to the strengthening and positioning of EISA as a leading institution in the fields of democracy and elections in Africa.

EISA's leadership in this field was recognised and acknowledged by the African Union (AU) as it renewed its Memorandum of Understanding (MoU) with EISA for another five-year period in June 2014. The department also continued to strengthen its partnerships with regional economic bodies such as the East African Community (EAC), the Economic Community of Central African States (ECCAS) and the Southern African Development Community (SADC).

In the period under review, 12 elections were held on the African continent in the following countries: Algeria, Botswana, Egypt, Guinea-Bissau, Malawi, Mauritania, Mauritius, Mozambique, Namibia, São Tomé and Príncipe, South Africa and Tunisia.

The elections in Egypt, Guinea-Bissau and Tunisia were transition elections that were critical for democratic development on the continent. The elections in Malawi and Mozambique were regarded as crucial, given the nature of competition both elections presented. In Mozambique, the elections took place within the context of political negotiations and armed conflict. In Malawi, Africa's second female Head of State contested and lost the elections. During the count, the incumbent contested the outcome, which was upheld by the Judiciary and the Malawi Electoral Commission, which had confirmed the outcome.

The EPP department coordinated EISA's involvement in these elections through the deployment of pre-election assessment missions to all of these countries, except Algeria and Mauritania. The department also coordinated the deployment of EISA Election Observation Missions (EOMs) to the presidential, legislative and provincial elections in Mozambique, and the constitutional referendum in Egypt. The department coordinated the deployment of EISA technical support teams in different capacities as trainers and support staff to EOMs deployed by the AU, EAC and SADC. The department also continued to contribute to knowledge production in the area of elections through the ACE Electoral Knowledge Network.

ACHIEVEMENTS

ELECTORAL PROCESSES ASSESSED AND DOCUMENTED

The EPP team co-ordinated the deployment of EISA's continental EOMs to the January 2014 referendum in Egypt and the October 2014 presidential and parliamentary elections in Mozambique. Through these observer missions, EISA contributed to the transparency and integrity of the electoral processes. The EISA EOMs also served as platforms for peer learning among civil society groups and Election Management Bodies drawn from across the continent. The use of computer tablets enabled the EOMs to collect and analyse data in a more efficient and timely manner. The recommendations made by these EOMs contributed to amendments to electoral legislation.

- **EISA EOM deployed to Egypt**

The EISA EOM to the 2014 Egyptian constitutional referendum was the fifth in a series of EISA election assessment initiatives in Egypt. EISA deployed EOMs to the 2011-2012 parliamentary elections, the 2012 presidential elections and the 2012 referendum in Egypt. A team of seven long-term observers (LTOs) and 10 short-term witnesses (STWs) were deployed to seven governorates across the country on voting days. The EISA EOM was led by His Excellency, Honourable Cassam Uteem, former President of Mauritius. In its preliminary statement on the referendum, the EISA EOM noted that the referendum took place within the context of restricted individual rights and freedoms. It therefore called on the interim government to undertake reconciliatory initiatives ahead of the presidential elections.



L-R: MS. MONA NABIL, EISA EOM TRANSLATOR, HIS EXCELLENCY HON. CASSAM UTEEM, MR. DENIS KADIMA, EISA EXECUTIVE DIRECTOR AND MS. OLUFUNTO AKINDURO, EISA MISSION COORDINATOR AT THE PRESS CONFERENCE FOR THE RELEASE OF EISA EOM PRELIMINARY STATEMENT ON THE 2014 EGYPTIAN CONSTITUTIONAL REFERENDUM.



AT THE JOINT EISA-TCC PRESS CONFERENCE FOR THE RELEASE OF EISA AND TCC TEAMS' RESPECTIVE PRELIMINARY STATEMENTS ON THE PRESIDENTIAL, LEGISLATIVE AND PROVINCIAL ASSEMBLY ELECTIONS IN MOZAMBIQUE. L-R: MR. ROBERT GERENGE, EISA MISSION COORDINATOR, MR. DENIS KADIMA, EISA EXECUTIVE DIRECTOR AND DEPUTY MISSION LEADER, RIGHT HONOURABLE RAILA ODINGA, EISA MISSION LEADER, PROFESSOR JOHN STREMLAU, TCC MISSION LEADER AND MS. BRETT LACY.

- **EISA/TCC mission deployed to Mozambique**

EISA deployed an integrated EOM in partnership with The Carter Center (TCC) to the 15 October 2014 Presidential, Legislative and Provincial Assembly elections in Mozambique. The mission comprised a team of 23 EISA LTOs, who were later joined by a contingent of 64 short-term observers (STOs), drawn from EISA and TCC, to constitute a fully-fledged mission of 87 observers drawn from over 40 countries worldwide. Within the framework of the integrated EOM, the organisations adopted the same methodology and issued separate final assessments of the elections. The EISA EOM was led by the Right Honourable Raila Odinga, former Prime Minister of the Republic of Kenya and the TCC EOM was led by Professor John Stremlau, Vice President of Peace Programmes at TCC. The integrated EOM received extensive coverage in local and international media. The recommendations made by the EOM provided the basis for post-election reviews and ongoing discussions on electoral reforms.

- **Pre-election Assessment Missions conducted**

As part of its election assessment, EISA deployed Pre-election Assessment Missions (PAMs) ahead of elections in the following countries: Botswana, Egypt, Guinea-Bissau, Lesotho, Malawi, Mauritania, Mauritius, Mozambique, Namibia, São Tomé and Príncipe, Tunisia and Zambia. Through these PAMs, first-hand information on the pre-election context was gathered as a basis for assessing whether the requisite pre-conditions were in place for the conduct of democratic elections, and the level of preparedness for such elections. Information gathered by the EISA PAMs contributed to effective technical support to its partners such as the AU and Regional Economic Communities (RECs), and informed its own missions.

CONTINENTAL AND REGIONAL ECONOMIC COMMUNITIES SUPPORTED

- **African Union supported**

The renewal of EISA's MoU with the African Union Commission (AUC) marked an additional milestone for the partnership that was initiated in 2008. The MoU was renewed for another five years at a signing ceremony in Addis Ababa on 9 June 2014.

As part of its capacity strengthening initiatives, EISA hosted a two-day review and training workshop for its staff who are deployed to AU Election Observer Missions (AUEOMs). Lessons learnt and recommendations from the workshop informed EISA's technical support to the Democracy and Electoral Assistance Unit (DEAU) of the AUC throughout the year.

EISA technical support teams were deployed to all of the AUEOMs located in 2014 in the following countries: Algeria, Botswana, Egypt, Guinea-Bissau, Malawi, Mauritania, Mauritius, Mozambique, Namibia, São Tomé and Príncipe, South Africa and Tunisia. EISA staff assigned to AUEOMs provided technical advice to the mission co-ordination team, facilitated the observer briefing and orientation sessions, supported the use of technology by AUEOMs, contributed to public relations engagements by the AUEOMs, and supported the drafting of key AUEOM statements and reports.

In line with EISA's contribution to improving the observation methodology of the AU, EISA introduced the use of technology for data collection and analysis. The use of computer tablets was piloted with three AUEOMs, in Malawi, Mozambique and Namibia. Following the successful execution of the first pilot in the use of technology during the tripartite elections in Malawi, full-scale tests were undertaken in Mozambique and Namibia. The use of the tablets made the collection and analysis of Election Day data efficient and timely. The quantitative data collected using the tablets further improved the reporting of the AUEOMs.

EISA co-facilitated two training workshops for AU LTOs and two training workshops for AU election and legal experts. Through these workshops, EISA contributed to the development of a pool of AU LTOs and experts who will in future serve as core team members on AUEOMs. The linguistic diversity of EISA staff enabled the Institute to deploy Anglophone, Lusophone and Francophone trainers to cater for the needs of specific groups of AU observers and experts. A



MOU SIGNING CEREMONY WITH THE AFRICAN UNION COMMISSION (AUC) IN ADDIS ABABA ON 9 JUNE 2014, FROM RIGHT: H.E. DR. AISHA L. ABDULLAHI (AMB.), COMMISSIONER FOR POLITICAL AFFAIRS AFRICAN UNION COMMISSION AND MR. DENIS KADIMA, EISA EXECUTIVE DIRECTOR.

manual has been published in English, and French and Portuguese versions will be available in early 2015.

- **Southern African Development Community supported**

EISA's support to SADC in the area of election observation during the period under review included the training and briefing of SADC Election Observation Missions (SEOMs) deployed in Malawi, Botswana and Mozambique. EISA provided relevant information and materials in the three official SADC languages – English, French and Portuguese – to support observers during their deployment. Through these trainings, EISA contributed to the improvement of SADC's election observation methodology and its assessment of elections in the region. The presence of SEOMs in these three countries contributed to the integrity of the elections assessed.

EISA also continued to provide technical support to the SADC Electoral Advisory Council (SEAC) through the review of its observation methodology and EOM management. Specifically, EISA was contracted to revise the SADC staff handbook on EOMs. This handbook on deployment methodology continues to be discussed, pending finalisation of the review of the SADC Guidelines and Principles. Specifically, EISA in March 2014 co-facilitated a SEAC workshop which focussed on the ongoing review of the SADC Guidelines and Principles.

- **East African Community supported**

The second phase of the MoU between EISA and the EAC is premised on the recognition of the valuable cooperation between the two institutions in previous years, particularly in the area of election observation and support to the EAC Electoral Commissions Forum. EISA was invited to attend the 5th EAC Annual Good Governance Conference held on 14-15 November 2014 in Bujumbura, Burundi, under the theme *'Delivering Peaceful and Credible Elections for Sustainable Regional Integration – the Role of Key Stakeholders'*. The annual conference convenes high-level decision-makers from both government and civil society from the EAC member states to discuss key governance issues and recommend appropriate policy responses. Representatives from both institutions made presentations on experiences in effective management of elections in Africa, and preventive diplomacy and the role played by the high-level panels from the AU and RECs in managing electoral-related conflicts in Africa.

To encourage and foster peer-learning initiatives, EISA hosted a delegation from the EAC Secretariat and the EAC Electoral Commissions Forum as part of the EISA EOM deployed to the October 2014 elections in Mozambique. This collaboration was geared towards promoting experience sharing and lesson learning for election practitioners outside of the East African sub-region. This lesson-learning initiative was the second of its kind; members of the EAC Electoral Commissions Forum were also hosted in 2012 during the EISA EOM deployed to Lesotho.

- **The Common Market for Eastern and Southern Africa**

In line with the MoU between EISA and the Common Market for Eastern and Southern Africa (COMESA), a joint planning meeting was held on 6 March 2014. The outcome of the meeting was a framework for action to guide the operationalisation of the EISA-COMESA MoU.

- **The Economic Community of Central African States**

ECCAS Secretariat in early 2015, EISA and ECCAS jointly facilitated a capacity building workshop in São Tomé and Príncipe from 22-26 September 2014. Participants at the workshop were drawn from the National Electoral Commission (CNE), the judiciary, security forces, the media and civil society. The objective of the workshop was to prepare them for their roles in the 14 October 2014 parliamentary, regional and local elections. EISA also provided support to the ECCAS mission deployed to the 14 October 2014 elections in São Tomé and Príncipe by deploying a technical expert to the mission. The expert contributed to the technical aspects of the EOM through advisory support and contributing to its assessment of the elections.

EISA will deploy an electoral expert to be embedded at the ECCAS secretariat in January 2015 as part of the terms of the MoU signed between the organisations in 2010.

ACE ELECTORAL KNOWLEDGE NETWORK SUPPORTED

EPP continued to co-ordinate EISA's contribution to the ACE Electoral Knowledge Network as well as hosting the Southern African Regional Resource Centre of the ACE Project. As the world's leading resource in elections, ACE is an online information resource platform covering all aspects of the electoral process. ACE is currently available in five languages – Arabic, English, French, Russian and Spanish. Materials on ACE are constantly updated through the support of ACE Regional Resource Centres (RERCs) and practitioners throughout the world. During the period under review, EISA contributed a case study to the ACE encyclopaedia on the topic, '*The role of Electoral Management Bodies (EMBs) in Electoral Reforms*'.

RWANDAN CIVIL SOCIETY ORGANISATIONS SUPPORTED

As part of the final phase of its civil society support programme in Rwanda, EISA facilitated the official launch of the Rwanda Electoral Support Network (RESN), composed of *Ligue des Droits de la Personne dans la Région des Grands Lacs*, *Action pour le Développement du Peuple* (ADEPE) and *Association de la Jeunesse pour la Promotion des Droits de l'Homme et le Développement* (AJPRODHO). This event marked the first step towards the official registration of the network. The establishment of RESN stemmed from the need for a harmonised approach by civil society organisations (CSOs) to engage the electoral context through research, advocacy and election observation in Rwanda. With EISA's support, RESN convened a post-election review meeting as its first official activity in May 2014. The meeting was held in Kigali and was attended by representatives of civil society groups and the Rwanda Governance Board. Participants at the review meeting highlighted the need for civil society to engage in electoral reforms ahead of the 2017 presidential elections.

EXPERTISE AND KNOWLEDGE PROVIDED

- **Nigerian youth group study tour**

A delegation from the Youth Initiative for Advocacy, Growth and Advancement (YIAGA) was hosted by EISA during the May 2014 elections in South Africa. The visit of the youth delegation provided an opportunity for lesson learning for youth engagement during the 2015 elections in Nigeria. The delegation visited key electoral stakeholders and youth leagues of political parties in South Africa.

- **Roundtable on election observation in Egypt**

EISA co-facilitated, together with the Embassies of Mexico, Switzerland and Egypt, a roundtable event on election observation in Egypt on 23 June 2014. The event provided a platform for interaction between representatives of electoral authorities and CSOs to address the need for a more coordinated approach towards citizen observation and accreditation procedures for citizen observers in the Egyptian context. It was also a lesson-learning event at which international experts shared experiences from other countries. The roundtable received inputs from the following international experts: Justice Johann Kriegler, former Chairperson of the South African Electoral Commission; Dr. Lucien Toulou, EISA's Programmes Director; Ms Bushra Abu-Shahout, Director of Policies at the Independent Election Commission of Jordan (and a former member of the National Commission for Human Rights); and Sheik Abdul Carimo Sau, Chairperson of the Mozambican Electoral Commission.

- **Voter educators trained and deployed during the 2014 national elections in South Africa**

EISA implemented a training and support programme for voter educators ahead of the May 2014 national and provincial elections. The training programme was targeted at women and first-time voters in Gauteng province. Some 36 lead trainers were trained and supported to conduct step-down workshops at community level. A total of 335 community workshops were convened by the lead trainers.

- **EISA seminar series**

The EPP department convened an EISA seminar on the theme '*An Analysis of the State of Play in the 2014 Elections in Mozambique*'. The seminar was attended by journalists, civil society groups and the diplomatic corps. The seminar paper was presented by Miguel De Brito, Country Director of EISA Mozambique.

- **Training and briefing of EU Diplomatic Watchers in Botswana**

EISA was contracted by the German Cooperation to brief and train diplomatic watchers from the Diplomatic Missions of European Union member states in Botswana ahead of the Botswana general elections. The briefing took place on 21 October 2014, in Gaborone, Botswana. Through this briefing, EISA contributed to the technical assessment conducted by diplomatic watchers to the 2014 elections held in Botswana.

OTHER ACTIVITIES

During the course of the year, staff of the EPP department participated in various other activities, including:

- Ms. Olufunto Akinduro, Head of EPP, joined the EISA delegation that participated in the annual Domestic Observation Programme (DOP) implementation meeting that was held in Manila, Philippines, on 11-13 November 2014. Ms. Akinduro presented the Mozambican case study on the theme '*Promoting Electoral Transparency*'.
- Mr. Florent Kabongo, Senior Programme Officer in the EPP department represented EISA at the Southern Africa Consultation on the Occasion of the 10th Anniversary of the Peace and Security Council organised by The African Centre for the Constructive Resolution of Disputes (ACCORD), in Gaborone, Botswana, on 14-15 May 2014.
- Ms. Olufunto Akinduro represented EISA at the Three-Way Dialogue between Citizen Observers, International Observers and EMBs. The Dialogue was convened by the National Democratic Institute (NDI) and the Mexican Electoral Institute, from 3-5 June 2014, in Mexico. Ms. Akinduro made a presentation on '*Bridging the gap between EMBs, international and citizen observers*'.
- Ms. Funanani Nemaheni, Senior Programme Assistant in the EPP department and Mr. Florent Kabongo facilitated trainings of citizen observers convened by the WIPHOLD-Brigalia Bam Research Chair in Democracy in Africa, in January and April 2014, at the University of South Africa (Unisa).
- Ms. Olufunto Akinduro made contributions at the Commonwealth Training for Election Management Bodies organised by the Commonwealth Secretariat and ACCORD, from 24-28 February 2014, in Durban, South Africa.
- EISA was contracted by the Mandela Institute for Development Studies (MINDS) to design and facilitate a training programme for African youth leaders entitled '*Regional training workshop in Civic Education on elections and governance*'. The programme created opportunities for youth to interrogate and challenge some of the current development paradigms, and propose authentic African solutions to African problems through peaceful, active participation in electoral and governance processes, both at national and local level. The first of four workshops across the continent was held in Johannesburg, South Africa, in November 2014. The remaining three workshops will be facilitated in 2015.

PREVIEW OF PLANS FOR 2015

- Deploy EISA PAMs to Egypt, Central African Republic, Chad, Guinea, Sudan, Burkina Faso, Côte d'Ivoire, Benin, Togo, Burundi and Tanzania.
- Deploy EISA Technical Support Teams to AUEOMs deployed in Benin, Burkina Faso, Burundi, Central African Republic, Chad, Côte d'Ivoire, Egypt, Guinea, Lesotho, South Sudan, Sudan, Tanzania, Togo and Zambia.
- Deploy EISA EOMs to the elections in Zambia, Lesotho and Egypt.
- Publish the AU Election Observation Manual in French and Portuguese.
- Continued support to RECS.
- Commence the inception phase of the '*Addressing Electoral Integrity in Africa*' Project Support field offices in the implementation of election-related programmes and activities.

BALLOTING AND ELECTORAL SERVICES (BES)



MS ILONA TIP
OPERATIONS DIRECTOR



NTOKOZO NGIDI
PROJECTS COORDINATOR

BALLOTING AND ELECTORAL SERVICES (BES)

OVERVIEW:

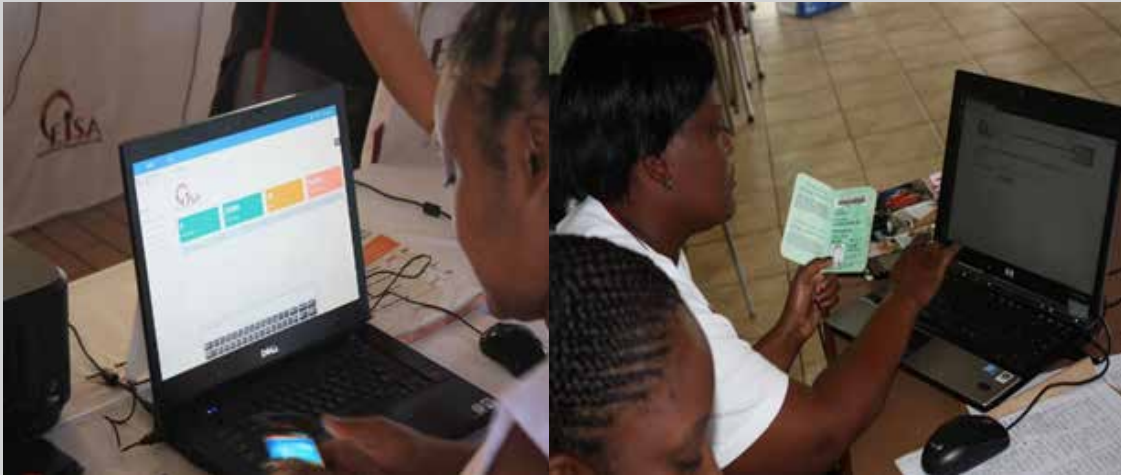
During the period under review, the Balloting and Electoral Services (BES) Unit continued to be intensively involved in electoral services that enhance the credibility and legitimacy of elections by providing independent and impartial electoral administration, management and consultancy services to a variety of organisations and statutory bodies including business, labour, government, civic associations, tertiary institutions, community based organisations, quasi-state bodies and political parties. BES continued to secure lucrative contracts. Some of these contracts included three Board of Trustees elections for medical aids and pension funds, elections for three political parties, seven Trade Union Office Bearers both at Provincial and National levels and shop steward elections in the KwaZulu Natal province. BES also introduced innovative technology that it offers to its clients to enhance its services.

ACHIEVEMENTS:

NEW TECHNOLOGY DEVELOPED

2014 was an exciting year for BES in that a number of innovative technologies were developed that will contribute to continuously improve the efficiency of the Balloting and Electoral Services unit. Some of these technologies were used in the different elections that EISA BES conducted over the past year. These included:

- The EISA-BES Registration System- a system that is used to capture records in the field to create a voters' roll. It automatically validates ID numbers, Dates of Birth, Gender, and Citizenship. This system can also be used to validate membership or to check if voters are on the voters' roll.
- EISA-BES On-line Voting System. This system provides a secure online balloting solution. It has an e-mail acceptance or decline functionality.



THE EISA REGISTRATION SYSTEM IN OPERATION

- EISA- BES E-Ballot System- This system makes use of an electronic ballot paper. It has similar features as the EISA-BES On-line Voting System except that it is not internet based.



THE EISA KIOSKS PRESENTING THE E-BALLOT SYSTEM

- EISA-BES SMS Voting- This system makes use of cell phone voting and has proved extremely convenient as voters can vote anytime and anywhere.
- EISA- BES Centralised Voters' Roll- This system provides BES with the ability to provide a centralised electronic voters roll to cater for multiple voting types i.e. E-Balloting, Online Balloting, SMS or paper votes –Voting becomes easier for voters as they are now able to cast their vote from the comfort of their own homes – catering specifically for the aged or people without transport.



MS ILONA TIP, EISA OPERATIONS DIRECTOR, MR NTOKOZO NGIDI, BES PROJECT CO-ORDINATOR AND MR JUSTIN NETTMANN ICT AT THE EISA LUNCHEON

BES TECHNOLOGIES SHOWCASED

BES hosted a luncheon for its clients to showcase all the technologies developed on 9 July 2014. The event was well attended and the feedback received from the attendees encouragingly positive. Amongst the attendees were the representatives from the Independent Electoral Commission.

TRAINING

In continuously trying to maintain and improve BES, capacity training was conducted for Presiding Officers at EISA on the 30th of July . The training was attended by representatives from 21 companies of which 11 were female and 10 male.

TRADITIONAL COUNCIL ELECTIONS CONDUCTED

BES was contracted by the Northwest Local Government and Traditional Affairs department to conduct Traditional Council elections for 55 Traditional Communities in the Northwest where Traditional Council elections were conducted. The elections took place within the North West Traditional Leadership and Governance Framework Amendment Act, 2009 that determines that 40% of the members of Traditional Councils be democratically elected by Traditional Communities. BES was responsible for the entire electoral process, including registering voters, conducting voter education, nominations, voting and counting. To ensure that capacity was built in the province, EISA contracted and trained over 1000 members of the community as electoral staff.

EISA FIELD STAFF ASSISTING A VOTER DURING THE ELECTION



OUTCOMES

- Efficient services provided to clients.
- BES capacity built
- New technologies developed

PREVIEW OF PLANS 2015:

- Market the BES technology suit;
- Conduct Provident Fund, Boards of Trustee elections and Group Retirement Fund elections incorporating biometric technologies into the BES systems.

POLITICAL PARTIES AND PARLIAMENTARY SUPPORT



EBRAHIM FAKIR
MANAGER



WASEEM HOLLAND
INTERN

Political Parties and Parliamentary Support

OVERVIEW

Over the year 2014, the Political Parties and Parliamentary Support programme successfully implemented three different, but related, projects. Each of the three projects focused on ensuring that political institutions and processes were democratic and functioned effectively, and that electoral processes were inclusive, transparent, peaceful and well managed.

A third set of activities focused on citizens being able to participate effectively in the democratic and electoral processes of their respective countries.

In preparation for the 2014 South African national and provincial elections, EISA once again produced its '*Election Update*' series, which proved to be an invaluable resource on the political and electoral process as it unfolded, for the media, citizen groups, and domestic and international election observers, considering the amount of exposure it received and discussion it generated.

EISA also strengthened its existing partnerships with Electoral Commissions and political parties, and expanded its network of co-operation, including with universities and other civil society actors.

In addition to working in Botswana, Lesotho and South Africa, EISA spread the benefits of its programme to Swaziland, steadily expanding its reach across the SADC region.

As well as extending the institution's geographic reach, EISA also established a number of new partnerships and consolidated existing ones.

EISA's political party work was supported by the Embassy of Finland Pretoria, the Open Society Foundation for South Africa and the Open Society Initiative for Southern Africa.

ACHIEVEMENTS

MATERIALS DEVELOPMENT AND TRAINING ON POLL-WATCHING CONDUCTED IN SOUTH AFRICA AND BOTSWANA

In *South Africa*, EISA partnered with the Electoral Commission of South Africa (IEC) to produce materials and provide training to South African political parties, especially focussing on younger women. Together with the IEC, EISA produced and published a training manual for political party agents on their role and functions, as well as materials on understanding the electoral process. With the aim of building the capacity of political parties to conduct poll-watching, a 'train the trainer' approach was used to enable political parties to train poll-watchers within their

own party. Training was conducted jointly with the IEC, and was attended by 49 participants from 23 South African political parties ahead of and in preparation for the 2014 South African elections.

As part of EISA's efforts to assist new and developing political parties, the institution reached out to several newly formed parties, some of whom gained representation in the new Parliament, including the African Independent Congress, the Bushbuckridge Residents Association, Agang SA and the Economic Freedom Fighters. These parties, accrued significant benefits from being included in the EISA programme, in terms of exposure to new areas of capacity building and networking.

In *Botswana*, taking the lead from those parties which expressed the need for poll-watching, training materials were developed for political party agents on their role and functions, as well as on the country's electoral system, electoral process and relevant legislation. EISA conducted a two-day training, case study and role-play simulation workshop for political parties in Gaborone, Botswana, on election poll-watching, from 2-3 October 2014. Partnering with the Department of Political Science of the University of Botswana to conduct a context briefing and explain the legal framework for elections in Botswana, this intervention served to strengthen the relationship between the two institutions. All five political parties contesting the Botswana elections attended the training workshop.

THE CAPACITY OF WOMEN AND YOUTH TO PARTICIPATE IN POLITICAL PARTIES AND CONTRIBUTE TO PUBLIC POLICY STRENGTHENED

EISA worked with the Youth Lab, a South African nongovernmental organisation (NGO), to develop a comprehensive set of training materials on '*Understanding the Youth and Youth Sensitive Budgeting*'. The institution realised that a programme with a specific focus on youth budgeting will have a direct impact both within political parties and in the longer term on governance and national country budgets. On 8-9 December 2014, EISA piloted the course in a two-day training workshop in Johannesburg, which was attended by delegates from a cross-section of eight different political parties in South Africa. Participants across the eight parties were drawn almost exclusively from amongst the youth, with a bias towards women. The group featured two members of parliament, three councillors and high-ranking members of the political parties' respective Youth League Executives. The pilot showed that EISA's intervention in this regard was a new innovation, and participants from all parties encouraged an expanded roll-out of this programme, which will be intensified over the next few years.

POLITICAL PARTIES IN SWAZILAND SUPPORTED

During the period under review, EISA continued to support a capacity-building project to assist Swaziland's political parties in party organisation and leadership through training and technical support. The project also introduced cross-learning through regional experience sharing and lesson learning to contribute to the organisational development and institutionalisation of the country's political parties. Considering the political conditions in Swaziland, as well as the needs expressed by political parties, the training materials developed focused on '*Political Parties' Institutional and Organisational Development*', and included topics such as, 'what is a political party', and 'locating political parties' roles and functions within a democratic system of government'. The training materials also included the normative principles and key features of an open and competitive political party system and its institutional attributes. An introductory training workshop was held from 4-5 November 2014 in Johannesburg, South Africa, and was attended by 24 participants from six political parties in Swaziland. The workshop was an opportunity to broaden participants' knowledge of and exposure to different conceptions of democracy and democratic governance, by specifically locating a political party in a system of democratic governance, and to deepen participants' knowledge of the techniques to enhance political parties' institutional and organisational capacity and development.

Due to EISA's credibility and recognised expertise in neutral facilitation and capacity building, participants' trust in the activity and, more importantly, trust gained across the different political parties, the programme served as a good starting point for continued co-operation between the various political parties in Swaziland,

'ELECTION UPDATE' SERIES PRODUCED

EISA once again published its '*Election Update*' series in the run-up to the 2014 South African national and provincial elections, with nine *Election Updates* providing data, in-depth analysis and insight into the democratic electoral and political process. Following the publication of the Updates, two well-attended and interesting public seminars were hosted. The '*Election Update*' series was used by the media, and early indicators are that academic references to the '*Election Update*' material will be forthcoming. Most concretely, the content of the *Election Updates* was used both for briefing EOMs as well as to inform their statements and reports. The final issue of the '*Election Update*' series, as well as the final roundtable, introduced issues of policy reform and opened a long-standing debate on the regulation of private funding of political parties in South Africa, introducing new and different dimensions for consideration in this debate. The series was distributed to over 200 contacts across universities, NGOs and other civil society organisations, social movements, media organisations, political parties, Foreign Missions and Embassies, as well as domestic and international election observer groups, and disseminated across social media platforms. To ensure a broad outreach, a dedicated website (www.electionupdate.org.za) was developed where each of the Updates was published. A compendium edition of the '*Election Update*' series was also published, which included a synthesis introduction and recommendations.

The website was created specifically to enable online access to the *'Election Update'* series, in addition to EISA sending out each issue electronically to more than 250 EISA partners and contacts. As of November 2014, the *'Election Update'* website recorded 6,741 unique visitors and received 35,427 hits.

EXPERTISE AND KNOWLEDGE PROVIDED

EISA continued its excellent relationships with partners in the media, the academy and in civil society, with a number of events attended and presentations made by the Programme Manager, including the following:

- 27 February 2014 – presented the keynote address on the theme *'South Africa's 20 Years of Democratic Governance: The Role of the Opposition'*, at the University of the North West, Potchefstroom, hosted by the office of the Vice Chancellor.
- 12 March 2014 – addressed the Department of Cooperative Governance and Traditional Affairs' Stakeholder Engagement on the 2014 National Elections, on the theme *'Elections, Media and Protests'*.
- 13 March 2014 – addressed the Institute for Security Studies seminar on *'Protests and Public Violence in South Africa: What are the Causes, and What Does it Mean for the 2014 Elections and for Policing'?*
- 10 April 2014 – addressed the Political Counsellors of the EU member states in South Africa on the South African elections of 2014.
- 12 April 2014 – briefed the delegation of the European Union to the Republic of South Africa.
- 23 April 2014 – briefed EOMs: SADC Observer Mission.
- 24 April 2014 – closed briefing hosted by diplomatic members of the South African Institute for International Affairs.
- 2 May 2014 – AU Observer Mission briefing.
- 5 May 2014 – SADC Lawyers' Association (SADCLA) briefing.
- 22 May 2014 – presentation at the *'My Vote Counts'* seminar on *'The Possibilities and Limitations of Electoral Reform'*.
- 19 June 2014 – presenting a review of the 2014 South African national and provincial elections in preparation for the 2016 local government elections to The Good Governance Learning Network at a one-day seminar titled *'Making Local Government Work Better'*.
- 9-12 September 2014 – presented on *'The State of Youth Participation in Protests and Party Politics: The View Inside and Outside Political Party Structures'*, at the Electoral Commission of South Africa's National Youth Summit, *'Rethinking Youth Participation in Electoral Processes'*.
- 10 October 2014 – attended the Netherlands Institute for Multiparty Democracy (NIMD), the International Institute for Democracy and Elections Assistance (International IDEA) and the Centre for Multiparty Democracy in Malawi (CMD-Malawi) 2014 Africa Regional Conference of political parties on the theme of *'Gender in Politics and Political Parties: Experiences, Challenges and Perspectives for the Future'*.

During the period under review, the Programme Manager published the following analysis articles in the media:

- Debating South Africa's Electoral System, Deane Stuart and Ebrahim Fakir in *In Session*, Magazine of the Parliament of the Republic of South Africa, Vol. 14, Issue 3.
- The Electoral System: Is There Vice or Virtue in Reform?, Ebrahim Fakir in Daily Maverick, June 2014. Available at www.dailymaverick.co.za/opinionista/2014-05-22-the-electoral-system-is-there-vice-or-virtue-in-reform/#.U9kRm7HeP2Y.

PREVIEW OF PLANS FOR 2015

- Capacity-building activities with political parties in Botswana, South Africa, Lesotho and Swaziland.
- Conducting training workshops for political parties on poll-watching, gender and youth budgeting in Botswana, Lesotho and South Africa.
- Developing materials on gender-sensitive budgeting.
- Developing training materials for Swaziland's political parties on oversight and accountability.
- Engaging in policy exchanges and study tours on women and youth development for political parties.

AFRICAN PEER REVIEW MECHANISM SUPPORT



GRANT MASTERSON
PROGRAMME MANAGER



LEAH MAINA
PROGRAMME OFFICER



DESMOND MUNEMO
PROGRAMME ASSISTANT

African Peer Review Mechanism Support

OVERVIEW:

The African Peer Review Mechanism (APRM) Support Programme at EISA was established in 2004, making 2014 the 10th year the programme has been in operation.

Notable activities during the year included attendance at AU Summits and subsidiary events, the execution of a seven-country opinion survey on the attitudes of non-state actors towards the APRM, supplemented by country fieldwork research missions, and ultimately dissemination conferences in two of the seven countries (with the others following in 2015). Programme achievements included a comprehensive and detailed database of registered non-state actors in the programme countries, detailed insight into the prevalent views of non-state actors around governance and the APRM, and survey data from more than 400 respondents to the survey across the seven countries.

These achievements, whilst significant in themselves, also laid the foundation for even greater achievements in 2015, based on the findings of the research and the opportunities identified during the fieldwork missions and dissemination conferences.

The programme continued to support the integration of the APRM at the continental level into other related governance initiatives and frameworks, notably the African Governance Architecture (AGA), the joint AU-EU Partnership and Agenda 2063.

ACHIEVEMENTS

During 2014, the EISA APRM team conducted intensive research and fieldwork in all seven programme countries – Ethiopia, Kenya, Mauritius, Mozambique, Uganda, Tanzania and Zambia. It also began disseminating the findings of this research in two of the seven countries (with the others to be completed in 2015).

EISA's support to the APRM institutions deepened in 2014, and due to wholesale changes within the structures and personnel of the APRM institutions themselves, new opportunities emerged for collaboration with the APRM Secretariat and the APRM Panel of Eminent Persons.

OPINION SURVEY OF NON-STATE ACTORS ON THE APRM CONDUCTED

To be able to conduct a proper needs analysis of the constraints and impediments to greater non-state actor participation in the APRM processes at both national and continental levels, EISA endeavoured to understand the prevailing attitudes and perceptions of the APRM amongst this important stakeholder group. The team took the following steps to produce comprehensive data on these concepts:

1. Carried out background desk research on the governance conditions in the target countries.
2. Engaged a team of specialists to develop a comprehensive survey methodology.
3. Engaged local country partners to coordinate in-country data capture.
4. Collated a database of civil society and non-state actors in each country from which to draw a sample of organisations for the survey.
5. Developed a survey instrument and disseminated it to sampled organisations via Survey Monkey email invitations and face-to-face capture using Android tablet devices loaded with the survey software.
6. Collated the information from all sources and aggregated it.
7. Shared the preliminary findings during country fieldwork missions and gauged preliminary reactions to the data.
8. Produced seven country fieldwork reports and a comprehensive statistical analysis report of the survey data.

VALIDATION AND DISSEMINATION CONFERENCES

The EISA APRM programme also focusses on capacity building of key stakeholder groups in the target countries. The results of EISA's survey and fieldwork research were shared with interested country-level stakeholders in two of the programme countries in November 2014 – Tanzania on 5-7 November 2014 and Uganda on 11-13 November 2014. These validation conferences enabled non-state actors to reflect on the findings of the research, compare differences in attitudes between the seven countries, and identify unique and unusual opinions specific to their own country. An additional mobilisation component was included at the conclusion of each conference, where a smaller committee of volunteer organisations developed country-specific roadmaps for future engagement by civil society in the APRM.

Participants in EISA's country validation conferences

Country	Female participants	Male participants	Total
Tanzania	23	29	52
Uganda	21	55	76

The level of engagement with the survey findings, the interest the research was able to reignite in the APRM process in both Tanzania and Uganda, and the presence of APRM Secretariat

Staff at both events contributed to meaningful debate about the continuing role of civil society in governance processes and monitoring of government commitments.

OUTCOMES

1. EISA's APRM work generated new knowledge on prevailing attitudes amongst African CSOs about governance, the APRM and civil society itself.
2. EISA's country validation conferences highlighted key issues to which civil society in Tanzania and Uganda wanted to contribute, but had previously failed to coordinate effectively. Additionally, by facilitating mobilisation platforms, EISA provided interested organisations with a tangible follow-up to the findings, leading in both countries to the formation of committees to better steer civil society engagement in governance going forward.
3. EISA's support improved the quality of engagement between civil society and the APRM Secretariat.
4. EISA's support to the AGA processes facilitated a more fluent integration of the APRM's objectives and processes into these formative discussions in 2014, and propose natural synergies between the two initiatives.

PREVIEW OF PLANS FOR 2015

- Five further country validation and dissemination conferences (Ethiopia, Kenya, Mozambique, Mauritius and Zambia).
- A continental colloquium in Gaborone, Botswana, examining the role of RECs and the APRM.
- Completion of the survey research book project.
- Development of training materials and other APRM resources.

FIELD OFFICES

- CENTRAL AFRICAN REPUBLIC (CAR)
- KENYA
- MADAGASCAR
- MALI
- MOZAMBIQUE
- SOMALIA
- ZIMBABWE

CENTRAL AFRICAN REPUBLIC (CAR)



FLORENT KABONGO
RESIDENT DIRECTOR
(OCTOBER TO DECEMBER 2014)

Field office report: Central African Republic

OVERVIEW

Following a Needs Assessment and Project Design Mission conducted in 2014, the EISA Central African Republic (CAR) office was opened in Bangui in October 2014. It is supported by the Swedish International Development Cooperation Agency (Sida).

CAR was identified as a country where EISA could make a positive contribution, given its fragile state and emergence from a period of conflict. CAR is preparing for elections in 2015, and requires considerable support at all levels to ensure that this process runs smoothly. The electoral process was initiated by the signing of the UNDP project document (PRODOC) between the authorities and the international community.

Although the National Electoral Authority (ANE) has published an elections timetable which sets elections for the period May to July 2015, these dates are unlikely to be met due to the volatile situation created by insecurity in the country.

Since the EISA CAR office was opened, the Country Director has taken the opportunity to engage extensively with potential partners and to consult with local stakeholders, including high-level government officials and Ministers. This has already resulted in EISA building a solid network of partners at all levels (in government, civil society and political parties), positioning EISA as an essential partner in CAR's electoral process. EISA and the *Cadre de Concertation* (the Consultative Committee) have agreed to sign an MoU in the near future. The *Cadre de Concertation* is a body established by the Electoral Code to provide a platform for consultation between the ANE, government, political parties and civil society. EISA has also received a request from the Consultative Committee to assist with future workshops.

ACHIEVEMENTS

In the short time that the EISA CAR office has been operational, EISA achieved the following:

CADRE DE CONCERTATION ALL-INCLUSIVE STAKEHOLDER MEETING SUPPORTED

The advancement of the electoral process was stalled because of a lack of formal consensus around the voter registration methodology (using a bio-metric voter registration process versus a computerised list with photographs), and the need to combine the presidential and legislative elections to contain costs. Current legislation provides for bio-metric voter registration and separate legislative and presidential elections. Given these issues, there was a need to change the electoral law to provide for a computerised voters' roll with photographs and a combined election.

EISA played a key role in supporting the Consultative Committee to bring national stakeholders together at a meeting held on 6 December 2014. The workshop was particularly important as it helped to unlock the electoral process around the issue of the proposed amendment to the Electoral Code. The proposed amendment had been rejected by the National Transitional Council (CNT; the transitional parliament) for lack of consensus amongst the stakeholders on an appropriate voter registration methodology. The workshop helped to achieve consensus between the three crucial stakeholders – civil society, political parties and the government – as to the method of registration of voters for the forthcoming elections – one of the proposed amendments to the Electoral Code.

Through this EISA-facilitated workshop, the relationship between the Consultative Committee and the National Authority for Elections (AME) has improved, and each institution now clearly understands its role and responsibility. This agreement will go a long way towards ensuring transparent and peaceful elections in CAR. EISA was recognised for the role it played in the stakeholders reaching consensus and engaging in positive dialogue. This is a major achievement for an organisation that has only recently opened its office in this country.

NETWORKING AND PARTICIPATION IN EVENTS

- EISA/CAR participated in the International Contact Group/CAR on 11 November 2015 that discussed the electoral process.
- EISA attended several meetings with the UN Director of Elections of MINUSCA (the multidimensional UN peacekeeping operation in CAR).
- EISA met potential partners to work with, including Justice and Peace, and CSOs intending to conduct election observation and voter and civic education.



CADRE DE CONCERTATION MEETING. HOTEL LEDGER, BANGUI, CAR, 6 DECEMBER 2014. LEFT, MR. CLAUDE LENGA, PRESIDENT OF THE CADRE DE CONCERTATION; CENTRE, MR. LOUIS PAPIENIAH, MEMBER OF THE CADRE DE CONCERTATION; RIGHT, MR. KOMBO YAYA, PRESIDENT OF CAR'S ELECTORAL COMMISSION.



A PANEL DISCUSSION DURING THE MEETING OF THE CADRE DE CONCERTATION, SUPPORTED BY EISA. HOTEL LEDGER, BANGUI, CAR, 6 DECEMBER 2014.

- EISA visited institutions involved in the elections such as the Constitutional Transition Court and the High Communication Board.
- Meetings were held with a large number of CSOs involved in civic and electoral education. These organisations function within both the Muslim and Christian communities. Women and youth were also invited.

OUTPUTS

- Relationships have been built with key stakeholders.
- A shared platform for engagement has been established between the ANE and election stakeholders, and agreement has been reached on the voter registration methodology and electoral law.

PREVIEW OF PLANS FOR 2015

- Convening a meeting of the ANE with stakeholders to report on preliminary findings of the electoral process.
- Training of trainers in civic and voter education.
- Training conflict mediators.
- Providing continuous technical support to the Consultative Forum on the Transition.
- Conducting political dialogue roundtables.

KENYA



FELIX ODHIAMBO
COUNTRY DIRECTOR



ANGE MARIE NIJIMBERE
*FINANCE AND ADMINISTRATION
OFFICER*



MAGDALENA KIETI
PROGRAMME OFFICER



CHERYL YUGI
*SENIOR PROGRAMME
ASSISTANT*



FRED OUMO
DRIVER

JOSEPH ONDUTO
(INTERN)

Field office report: Kenya

OVERVIEW

During the review period, the EISA-Kenya office consolidated the implementation of its three programmes.

Through the first programme, EISA-Kenya provided support to the electoral process through the development of a case digest on the Independent Electoral and Boundaries Commission (IEBC) election disputes tribunal decisions. The institution also strengthened the capacity of party agents to carry out professional monitoring in various by-elections, and developed recommendations for amendments to the Political Parties and Election Acts, and for enhancing the framework for electoral disputes resolution in Kenya.

The second area of support entailed strengthening the institutional capacity of political parties, both the ruling coalition and the opposition, particularly in the area of post-election evaluation and capacity building.

Thirdly, EISA-Kenya undertook legislative strengthening through support to the newly created county governments.

Activity implementation in 2014 took place against the backdrop of continued reform efforts and operationalisation of the new institutions established under the 2010 Constitution, which came into force following the March 2013 elections and was informed by the experience of the 2013 elections.

Specifically, key stakeholders in the electoral process undertook internal evaluations of their performance during the elections and were also subject to external evaluations by other electoral stakeholders.

Some of the institutions established under the 2010 Constitution faced challenges in their efforts to operationalise. In particular, power struggles and related tensions among some of the institutions marked their efforts to function either independently or complementary to one another.

In addition, the country faced increased insecurity, high living costs and political tensions.

EISA's Kenya programmes were supported by the Department for International Development (DFID), through the Drivers of Accountability Programme (DAP) and the Swedish International Development Cooperation Agency (Sida Kenya).

ACHIEVEMENTS

ELECTORAL PROCESS SUPPORTED

- **Case digest on the IEBC election disputes tribunal decisions developed**

EISA, in partnership with the IEBC, developed, published and launched a simplified case digest of the decisions of the IEBC Dispute Resolution Tribunal. The development of the case digest was a result of the successful development and launch of a case digest on the decisions of the Political Parties Dispute Tribunal (PPDT) in 2013. The case digest synthesises, analyses and compiles the decisions that were handled by the IEBC Dispute Resolution Tribunal. Aside from the 2013 elections cases, it also includes complaints relating to by-elections that took place after the general elections.

The digest, the first of its kind, is expected to enrich legal and constitutional jurisprudence on the resolution of disputes, especially at the nomination stage. Furthermore, it will be useful to political parties and other key stakeholders in understanding electoral law jurisprudence on nomination dispute resolution. Some 8,000 copies of the digest were printed and distributed to all stakeholders, including the judiciary, political parties and CSOs.

- **Recommendations developed for amendments to the Political Parties and Election Acts**

Responding to and addressing the gaps in the electoral laws in Kenya, which came to the fore during the 2013 general elections, EISA convened two sectoral consultative forums with political parties and CSOs. These forums were aimed at discussing and developing recommendations for electoral sector law reforms. The political parties' forum specifically targeted and brought together parliamentary political parties. This was informed by the expectation that the parliamentarians would own the process and lobby for the enactment of the recommended amendments. Following the discussions, the respective coalitions/parties isolated key recommendations on electoral sector reforms, along the following thematic areas – elections administration and management, voter registration, political parties, campaigns, election day activities and election dispute resolution.

EISA also facilitated the CSO forum, which brought together key electoral sector CSOs and representatives from the IEBC and the Office of the Registrar of Political Parties (ORPP). Similarly, the CSO forum isolated recommendations along the following thematic areas: election dispute resolution, the principle of gender equality and affirmative action of not more than two-thirds of the same gender occupying elective and appointive positions, election offences and penalties, the Political Parties Act, the date of the general elections, party funding and voter registration.

The outputs of these forums were thematic sectoral recommendations on electoral sector law reforms, which were then collated to inform the memorandum on proposed amendments to the Political Parties and Elections Acts. The recommendations will be presented to the Justice and Legal Affairs Parliamentary Committee in a workshop to lobby support for the enactment

of the proposed recommendations, which are aimed at improving the legal framework for elections in Kenya.

- **Recommendations developed for enhancing the framework for electoral dispute resolution for the Judiciary in Kenya**

In supporting harmonising jurisdictional approaches among the bodies dealing with electoral dispute resolution, EISA, in partnership with the Judicial Training Institute (JTI) and the Kenyan chapter of the International Commission of Jurists (ICJ), convened three post-election review workshops on election disputes resolution for the Judiciary.

The first two workshops targeted magistrates and High Court judges, while the third targeted appellate judges (Court of Appeal and Supreme Court judges) who handled disputes arising from the 2013 elections.

The workshops provided a platform for participants to identify and discuss significant jurisprudential issues arising from the election petitions, such as cost, time, evidence analysis and general administrative duties; and interlocutory applications in the electoral disputes process, such as best practices and emerging concerns.

In addition, the challenges encountered by the various judges presiding over the petitions arising from the 2013 elections, formed a solid basis for analysis and discussion on approaches towards mitigation. Ultimately, the workshops isolated key recommendations for improving the election dispute resolution regime in Kenya for future elections. The recommendations will be collated with recommendations from other institutions mandated with electoral disputes resolution (the IEBC and PPDT) and thereafter a harmonisation workshop will be convened for the three institutions.

- **Capacity of party agents at the county level enhanced**

EISA, together with the IEBC and the ORPP, conducted party agent poll-watch training in two counties, Nairobi and Homabay, for the Mathare and Homabay by-elections, respectively. The workshops had two purposes. First the workshops, which brought together representatives from all the political parties contesting the by-elections, were broadly aimed at enhancing the capacity of the local branches of the respective political parties to manage the by-elections and future elections in the counties. Secondly, the workshops sought to enhance the skills of party agents from parties participating in the by-elections to effectively monitor the elections, hence enhancing their transparency. The training approach was structured to ensure that the trainees were capable of cascading the trainings to other members of their parties. Apart from enhancing the capacity of the agents to monitor the elections, the workshop also produced a pool of trainers who will be used to train fellow agents at branch level for the by-elections and for future elections.

POLITICAL PARTIES STRENGTHENED

- **Institutional capacity of political parties strengthened**

As part of EISA-Kenya's programme of strengthening the institutional capacity of political parties, the institution convened five workshops for political parties in Kenya. The activities were aimed at supporting political parties to play a constructive and responsive role in the democratic process. The supported parties were NARC Kenya; the Democratic Party (DP) of Kenya; the Amani coalition; the Forum for the Restoration of Democracy - Kenya (Ford Kenya), which is a member of the Coalition for Reform and Democracy (CORD coalition); and the United Republican Party (URP), which is a member of the ruling Jubilee coalition.

The meetings identified their own specific focus, with the NARC meeting deliberating and agreeing on strategic activities for party profiling and visibility, and thematic recommendations around compliance with the Political Parties Act of 2011.

The DP meeting deliberated on party re-structuring strategies, guided by a party SWOT (strengths, weaknesses, opportunities, threats) analysis. In addition, party members finalised the development of the strategic plan for the party.

The Amani coalition workshop developed recommendations geared towards strengthening the coalition through a unified approach by the constituent parties.

The Ford Kenya workshop developed action points aimed at enhancing the effective participation of youth in the party, addressing the challenges the party faced and party strengthening.

The URP workshop succeeded in establishing a women's league, with the election of women leaders to fill the various posts and to ratify rules to govern URP women congress activities.

- **Political party internal democracy enhanced**

In response to the challenges faced by political parties in conducting internal party elections, EISA convened capacity-building workshops for three political parties – the Orange Democratic Movement (ODM), Wiper Democratic Movement - Kenya (WDM-K) and The National Alliance (TNA), together with the respective members of the National Executive Committees (NECs) and Election Boards of the parties.

The intervention was timely, given the bungled party primaries witnessed in the run-up to the 2013 general elections. Accordingly, party members were informed of the process and importance of holding democratic party primaries and party elections. To enrich the discussion and as a strategy for drawing useful lessons to inform the Kenyan process, a comparative perspective was shared. The parties also agreed on amendments to their respective strategic plans, and nomination rules and procedures.

- **Post-election review and strategy development supported**

EISA convened post-election review workshops for five political parties and coalitions – CORD coalition NARC Kenya, ODM, Jubilee coalition and WDM-K. The workshops were broadly

aimed at analysing the performance of the parties and coalitions during the 2013 elections, as well as their performance in the post-election period.

Following the review, the parties and coalitions discussed issues of party strengthening and institutionalisation. Specific objectives of the workshops were to review the performance of the coalitions / parties in the national as well as county assemblies, develop key legislative agenda for the next year and explore strategies of strengthening coalition / party parliamentary agendas.

The parties and coalitions successfully reviewed their performance in the national and county assemblies, developed key legislative agendas and explored strategies of strengthening party / coalition parliamentary agendas. In particular, a number of documents aimed at enhancing the performance of the parties' functions and to internally strengthen them were developed, including legislative agendas for engagement both at the national and county levels, and recruitment and coalition strategies for engagement with other political parties and coalitions in the post-election period.

- **Party branches strengthened**

To address the weak link between political party national organs and party branches as well as strengthen party branches, EISA conducted capacity-building workshops for political parties' branch leadership at the county level. The supported parties were NARC Kenya and New Ford Kenya.

The NARC Kenya workshop succeeded in enhancing the capacity of the party's Members of County Assemblies (MCAs) on the legal provisions for devolved governance, the drafting of bills and motions, and also on the roles and operations of the county assembly committees.

The New Ford Kenya workshop succeeded in enhancing the capacity of party members around the effective execution of their mandates at the county level and in the development of recommendations on improvement of the party's performance. Fundraising strategies were also formulated to address the pressing issue of party finances.

- **Political parties' dispute resolution mechanisms strengthened**

EISA, in collaboration with the PPDT, convened a workshop for political parties. Attended by representatives from all registered political parties in Kenya, the IEBC, PPDT, ORPP, the Judiciary, the Office of the Attorney General and EISA, the workshop provided support to political parties in Kenya in the development of a model dispute resolution structure to inform the development of effective dispute resolution mechanisms to be included in their respective party constitutions.

To deepen the discussion, various models of party dispute resolution systems were shared. The meeting succeeded in the development of a model dispute resolution structure for political parties in Kenya, and the structure was adopted by all political parties in the country. The model structure is currently undergoing legislative drafting to be tabled in parliament.

OUTPUTS / OUTCOMES

- Enhanced understanding was achieved of pre-election nomination process dispute resolution through the development of a case digest on the decisions of the IEBC dispute resolution tribunal.
- A pre-election dispute model resolution framework for political parties in Kenya has been developed.
- The organisational capacity and functioning structures in political parties, from national to grassroots levels, have been improved.
- Enhanced relationships have been achieved between national organs and party branches at county level.
- By-election monitoring by party agents has been improved.
- The capacity of political parties and coalitions has been enhanced.
- An enhanced understanding of the roles and functions of the county government has been achieved through reprinting and dissemination of the National Guide Book for County Governments.

PREVIEW OF PLANS FOR 2015

ELECTORAL SUPPORT

- Developing a conflict mediation training manual and training national Political Parties Liaison Committee (PPLC) members.
- Convening National Consultative Forums between the ORPP, IEBC and the PPLC.
- Post-election reviews by the IEBC and PPDT on dispute resolution, lessons learnt and best practices.
- Consultative forums between the Judiciary and key electoral stakeholders on the judiciary recommendations on improvement of electoral dispute resolution in Kenya (with the Law Society of Kenya and political parties).
- Convening a multi-sectoral forum for the Judiciary, PPDT, ORPP and IEBC on harmonisation of electoral dispute resolution.
- Induction workshop and the development of a strategic plan for the PPLC National Forum.
- Training workshop for the IEBC Committee on electoral dispute resolution.
- A legal audit of the election laws in Kenya.
- The development of and framework for operationalising election campaign financing.

SUPPORT TO CITIZENS' PARTICIPATION IN THE DEMOCRATIC PROCESS

- Facilitating national consultative forums between the IEBC, ORPP, PPLC and CSOs to discuss thematic electoral issues in preparation for the 2017 elections.
- Convening multi-sectoral forums on the validation of the regulations and operationalisation framework for the Campaign Finance Act.

POLITICAL PARTY SUPPORT

- Developing a handbook on political parties and democracy in Kenya.
- Developing a template for political party nomination rules and procedures, a draft dispute resolution template and a dispute resolution curriculum.
- Review of the PPDT rules of procedures and regulations.
- Strengthening the governance functions of coalitions.
- Strengthening the legislative capacities of coalitions in parliament and joint coalition parliamentary groups.
- Building the capacity of political parties at county level.
- Strengthening the capacity of the Party National Elections Board (NEBs).
- National survey on parties' performance, policy positions and women's participation.
- Strengthening women's congresses in political parties.

LEGISLATIVE STRENGTHENING

- Technical assistance to the County Assembly Forum Secretariat.
- Review of County Standing Orders for three counties.

MADAGASCAR



LUCIEN TOULOU
COUNTRY DIRECTOR
(JANUARY TO MAY 2014)



AIMÉ KONAN KOUADIO
PROGRAMME OFFICER (JANUARY TO
MAY 2014) COUNTRY REPRESENTATIVE
(JUNE TO DECEMBER 2014)



NIAINA RAMAROSHON
FINANCE AND ADMINISTRATION
OFFICER



BAÏDESSOU SOUKOLGUE
PROGRAMME OFFICER



ONJA RAMILIARIJAONA
PROGRAMME OFFICER
(JANUARY-JULY 2014) AND
PROJECTS MANAGER
(SEPTEMBER-DECEMBER 2014)



JESSICA RANOHEFY
PROGRAMME ASSISTANT
(JANUARY-JULY 2014) AND
PROGRAMME OFFICER
(SEPTEMBER-DECEMBER 2014)



RANDRARA RAKOTOMALALA
PROGRAMME ASSISTANT

Field office report: Madagascar

OVERVIEW

Since the 2013 post-conflict elections, Madagascar is gradually engaging in a process to restore stability and establish sustainable peace. However, a year after the accession to power of the current President, Hery Rajaonarimampianina, and the inauguration of a new National Assembly, the atmosphere remains tense.

During 2014, the country experienced a repetition of political turmoil, mainly related to strained relations between government and the National Assembly. Disagreement on the interpretation of the National Assembly regulations heightened inter-party tensions, particularly between the regime and the *Miaraka Amin'ny Prezidà Andry Rajoelina* (MAPAR) party of the former President of Transition, Andry Rajoelina.

These divisions led to the dissolution of the Permanent Bureau of the National Assembly chaired by MAPAR, in April 2014. Although this crisis changed the configuration inside the National Assembly in favour of the *Plateforme pour la Majorité Présidentielle* (Platform for the Presidential Majority; PMP), which supports the ruling party *Hery Vaovao ho an'i Madagasikara* (HVM), the situation remains fragile.

In the absence of a parliamentary majority, government and the President are frequently required to make concessions to political alliances, which are often unpredictable, since they are subject to the particular interests of each of the parties composing the PMP. The absence of a strong majority in the National Assembly and a continuous climate of mutual mistrust have obstructed the effective functioning of the National Assembly. This institutional weakness is reinforced by the inexperience of the newly elected parliamentarians.

On the positive side, the National Assembly is one of the leading public institutions favouring the participation of women, following the 2013 elections during which 32 women were elected. Despite this positive trend, women's access to decision-making bodies remains a challenge. For example, there were only six women among the 31 Ministers in the government of the former Prime Minister, Kolo Roger, and this number has not changed with the formation of the new government.

Within this context, EISA continued to deepen and reinforce its activities supporting gender equality and women's empowerment. At national level, support to and a close working relationship with political parties, key ministries such as the Ministries of Justice and Population, women's networks and students contributed to an awareness of the need for

increased participation of women as decision-makers. EISA has also expanded the gender-related information it provides through the publication of disaggregated statistics on women's representation and an in-depth study on gender mainstreaming in the legislative process.

Since September 2014, EISA has implemented a parliamentary programme to improve the effectiveness and efficiency of the National Assembly through a range of activities, including capacity-building for all parliamentarians. Moreover, with the aim of maintaining the positive trends created by the unprecedented presence of 32 women in the lower House, EISA is giving specific technical support to the Gender and Development Committee and the Caucus of Women Members of Parliament (MPs) for Gender Equality. EISA is now one of the most active partners of the National Assembly in training and providing support to its members.

ACHIEVEMENTS

GENDER DISAGGREGATED STATISTICS ON ELECTIONS PUBLISHED AND DISSEMINATED

In February 2014, EISA published gender disaggregated statistics on female participation in central government and parliament since the early 2000s, and the implementation of a National Strategy promoting gender equality. This research underlines the evolution of women's representation over the last decade. It also provides an analytical perspective of the persistence of gender inequalities in public and political spheres despite an increased number of actors and programmes.

Although a number of organisations are providing regular statistical data on gender issues in Madagascar, only a few studies on political participation are available. By working in this particular area, EISA contributed to extending the approach on gender that has for most of the time been limited to the social and economic conditions of women.

This booklet is also a useful tool of advocacy for all stakeholders, as well as a source of information for policy-makers in conceiving and setting up programmes to address gender issues in Madagascar. Entitled '*Des femmes en quête de voix*' ('*Women in quest of voices*'), this study has been quoted as a reference to illustrate articles on gender, for example, in the May 2014 issue of the monthly magazine, *La Revue de l'Océan Indien*. It has also been used as a working document during technical meetings on gender organised by women's associations or donors such as the US Agency for International Development (USAID).

ASSESSMENT REPORT ON GENDER MAINSTREAMING IN THE LEGISLATIVE PROCESS IN MADAGASCAR

EISA conducted and produced 285 copies of a study on gender mainstreaming in the legislative process in Madagascar. The first of its kind, the research was led by a group of national experts, and assessed the extent to which gender issues have been taken into account in the Senate and the National Assembly over the last 25 years. It provides an historical perspective of women's participation in parliament, highlighting the functioning and composition of parliamentary bodies since the 1990s.

While the survey focused on parliament, it is also useful to all state institutions in setting up measures to better take into account inequalities between men and women and to achieve gender parity. The research is a major and valuable contribution to the improvement of gender issues in Madagascar and the establishment of a gender sensitive political environment.

EISA also facilitated two workshops where it presented the outcomes of the assessment. Some 80 parliamentarians were among the 151 participants, which also included representatives from ministries, women's organisations and some international bodies working in Madagascar. An English version of the report has been produced to reach a broader audience.



A GENDER SENSITIVE LEGISLATION ASSESSMENT TOOL DEVELOPED

Following the publication of the report on gender mainstreaming, a checklist for mainstreaming gender into the legislative process into law analysis was developed. In June 2014, a validation meeting of this new tool took place in Antananarivo, with the participation of parliamentary commissions, MPs, parliamentary officers, representatives from the Ministries of Justice and Population, gender experts and women's associations. This workshop positioned EISA as a key player in the gender field in Madagascar, becoming the first organisation to provide an appropriate tool for MPs to assess gender mainstreaming in the performance of their duties.

Based on the findings and conclusions of the report on gender mainstreaming, the checklist is primarily intended for MPs. However, it can also be used by other public institutions or actors wishing to assess gender mainstreaming in their own organisations and/or policies. EISA also convened a workshop to train MPs and parliamentary officials and assistants in the use of the checklist in fulfilling their oversight role.

PLANS OF ACTION ON GENDER EQUALITY SUPPORTED

EISA supported the implementation of plans of action for the *Association des Universitaires pour la Promotion du Genre (AUPROG)*¹ and the *Vondrona MiraLenta ho an'ny Fampandrosoana (VMLF)*² in six regions – Antananarivo, Antsiranana, Fianarantsoa, Mahajanga, Toamasina and Toliara. Implementing these plans of action was facilitated through various activities, including seminars, television debates, sporting events, marches raising issues of gender and trainings. Various topics were addressed at these events, including traditional barriers that prohibit gender equality, women's rights, opportunities for balanced representation of all citizens and women's participation in the electoral process.

¹ Academic associations dedicated to gender equality

² Women's associations dedicated to gender equality

POTENTIAL FEMALE CANDIDATES CONTESTING LOCAL ELECTIONS SUPPORTED

Some 375 potential candidates for the local elections scheduled to take place in 2015 benefited from EISA's capacity-building initiatives. The topics addressed included strategies to overcome obstacles to women's political participation, such as prejudices, traditional resistance and the lack of self-confidence.

In addition to modules on the legal and institutional framework of the local elections, the workshops also focused on practical exercises, such as communication and interaction with the media, developing a campaign plan and conceiving campaign manifestos. Participants were given a comprehensive view of the main roles of a mayor or a municipal councillor, and were familiarised with the principles of decentralisation. Given the low levels of participation of women in decision-making processes, these sessions helped to encourage women to become more involved in public life and politics.


EISA also worked closely with other organisations supporting greater participation in political life, as well as the regional offices of the Ministry of Population. This enabled EISA, together with its partners, to reach 12 of the 22 regions. The training garnered great interest and EISA continues to receive requests for continued capacity-building workshops such as these.

MULTI-STAKEHOLDER POLICY DIALOGUE ON GENDER MAINSTREAMING HELD

A lack of coordination and cooperation among actors in the gender field is one of the factors that has hampered the achievement of gender equality in Madagascar. Despite the large number of organisations involved in promoting gender parity, this has impeded the development of a cross-cutting strategy that could improve the situation.



WOMEN AT LOCAL LEVEL SENSITISED TO THEIR HUMAN AND DEMOCRATIC RIGHTS, ANTSIRANANA, JUNE 2014



Within this context, EISA brought together 29 representatives of all the relevant stakeholders, including five presidents of parliamentary standing committees, MPs, high-ranking officers of the Ministries of Justice and Population, CSOs working in the field of gender and human rights, gender and legal experts, sociologists and students.

Participants were able to share their experiences and best practices, identify discriminatory laws that prohibited women's participation in society, and identify areas requiring better progress in this regard. The first of its kind in Madagascar, the workshop, laid the foundation for a multi-stakeholder framework for dialogue on gender mainstreaming and for developing joint strategies, including the adoption of a law on gender parity and the institutionalisation of a quota system.

POLITICAL PARTIES SENSITISED ON EISA'S BENCHMARKS AND GENDER MAINSTREAMING

In line with EISA's previous experience in engaging with political parties, an assessment of gender mainstreaming within political parties was carried out in April 2014, in collaboration with the National Council of Malagasy Women (CNFM) and Gender Links. This initiative consisted of face-to-face meetings with political leaders, including those with representation in the newly elected National Assembly. The assessment also assessed the progress achieved by political parties trained by EISA in 2013, and analysed the structures, manifestos, rules and functioning of Malagasy political parties from a gender perspective.

The results of the assessment were shared with relevant stakeholders and the public in general through three workshops held in Antananarivo, Mahajanga and Antsiranana, between April and June 2014. These meetings provided space for dialogue between the 92 participants representing political parties and women's associations. Discussions focused on the roles of political parties in the quest for gender equality, particularly in view of the upcoming local elections.

MALAGASY MPS EQUIPPED TO PERFORM THEIR DUTIES EFFICIENTLY

Since the inauguration of the National Assembly in February 2014, EISA has been involved in several initiatives to strengthen the capacity of the newly elected MPs to discharge their mandates effectively. Up to 91% of the 32 women MPs were trained during the period under review on their duties and functions, and were introduced to information and communications technologies (ICTs) and use of the gender checklist.

Based on the success of these training sessions, the capacity-building programme has been extended to all MPs to enable them to strengthen their skills and competencies to be able to discharge their duties effectively.

Interviews conducted with some of the MPs, parliamentary staff and other partners of the National Assembly showed that less than 15% of MPs were aware of their roles and duties. EISA therefore extended its training beyond the scope of the 32 women MPS to a further 55 MPs (out of a total of 151 MPs). Issues addressed during these sessions included equipping



FIRST SESSION OF ORIENTATION TRAINING FOR WOMEN MPS,
ANTANANARIVO, MARCH 2014

MPs with the tools and competencies required to successfully perform their mandates. EISA contributed to achieving the National Assembly Strategic Plan, which is aimed at the emergence of a stronger and more effective institution.

CAUCUS OF WOMEN MPS CREATED AND SUPPORTED

The first orientation training session of women MPs organised by EISA in March 2014 facilitated the creation of a Caucus of Women MPs for Gender Equality (*Solombavam-bahoaka Mampihatra ny Miralenta*; SOMAMI). Designed as an advocacy group for the promotion of equality between men and women, the caucus brings together women MPs from all political parties represented in parliament.

EISA's assistance enabled the Caucus to set up a board with an elected President, draft and finalise operating rules and a strategic plan, and design a distinctive logo. Through this initiative, EISA contributed to reinforcing a gender sensitive environment in the Lower House. SOMAMI has been recognised as a unique parliamentary body representing the institution in all events related to the conditions of women's participation at national and international level. This Caucus has also become the main interlocutor of the President of the National Assembly concerning gender issues.

OUTPUTS

MPs, public bodies and stakeholders have been sensitised to gender mainstreaming through publication of a report assessing gender mainstreaming in the legislative process.

The capacity of MPs in gender mainstreaming has been enhanced through the availability and use of a checklist based on the report's recommendations.

The capacity of student associations and women's networks to carry out advocacy campaigns on gender issues has been enhanced.

An increased number of women are standing for elections as a result of technical support provided to potential female candidates to local elections.

Political parties are better able to contribute to the achievement of gender parity through improved knowledge and competencies on gender mainstreaming and the dissemination of EISA's benchmarks.

The capacity of MPs to perform their duties effectively has been strengthened through regular technical support and trainings on parliamentary work.

Women's participation increased in number but also strengthened in terms of quality of participation, as a result of the support and expertise provided to the Gender and Development Committee and SOMAMI.

PREVIEW OF PLANS FOR 2015

- Publishing and disseminating the Directory of Malagasy MPs.
- Producing and publishing a handbook on how to achieve a parliament that is gender sensitive.
- Providing technical support to National Assembly MPs and parliamentary officers and staff.
- Supporting SOMAMI in the implementation of its strategic plan.
- Strengthening the capacity of members of the Gender and Development Committee.
- Monitoring gender inclusion in laws and policies passed in parliament.

MALI



JUSTIN DOUA GORÉ
COUNTRY REPRESENTATIVE



KADIATOU TOURÉ
ADMINISTRATION AND FINANCE ASSISTANT



SOUMAILA DICKO
*PROGRAMME ASSISTANT
(JANUARY-AUGUST 2014)*

Field office report: Mali

OVERVIEW

During the year under review, the EISA-Mali office implemented activities related to its programmatic support to the Multi-Party Liaison Committees (MPLC). The period was devoted to supporting meetings of the Ministry of Interior and Security (MIS)¹, in its role of managing elections and political parties, on the political and electoral process in the country. EISA also organised thematic workshops on the electoral process with political parties.

The year under review was marked by the inclusive inter-Malian talks that took place between the government and northern rebel groups in Algeria². After the post-crisis presidential and legislative elections of 2013, the country planned municipal elections for April 2014. However, because of security concerns in the North, the elections were first postponed to late October 2014 and then again to late April 2015. These postponements affected the initial work plan of EISA, making it impossible for all the activities that were scheduled to be carried out.

EISA was, however, able to strengthen its partnerships with stakeholders of the political process in Mali, taking into account the security situation and the evolution of the electoral and political context, and established itself as a key player in the field of electoral processes in Mali.

ACHIEVEMENTS

Political stakeholders' engagement in the political process was strengthened through a series of meetings and thematic workshops on the elections, the functioning of political parties and the inter-Malian peace talks.

Because of the level of participation and the broad range of issues discussed, EISA's facilitation and support of the MPLC meetings have become a unique platform of interaction, not only for the political parties among themselves but also between the MIS and political parties. One of the main advances made by the MPLC is the fact that it now goes beyond purely electoral matters and discusses all national issues which involve political parties. EISA has been commended by the stakeholders for enabling this effective flow of information and interaction.

¹ In Mali there are three Election Management Bodies – 1) the Délégation Générale aux Elections (DGE) in charge of development and management of the voters' register as well as the management of political parties' public funding; 2) the Independent National Electoral Commission (CENI) in charge of supervising the electoral process; and 3) the Ministry of Interior and Security in charge of the actual management of elections.

² Inter-Malian inclusive talks took place in Algiers (the capital of Algeria) between the government and northern rebel groups to reach a global peace agreement and end the crisis that broke in January 2012 when Jihadist groups occupied the north of the country before being chased by French troops.

MIS WORKSHOP ON THE STATE OF PREPAREDNESS FOR THE ELECTIONS

The workshop held on 19 June 2014 gathered 113 participants, including political party leaders, the Minister of Interior and Security, officials from the Ministry, the CENI, DGE, EISA office staff and experts from the PAPEM/PNUD³. Participants were divided into three work groups to discuss the following themes:

- The biometric voter register.
- Amendments to the electoral law, the code of the local councils and the particular status of the district of Bamako.
- Harmonisation of municipal and regional elections.
- Planning of the elections.
- The status of the Independent National Electoral Commission (INEC) – whether to dissolve the current commission or not.

After presentations by experts from the Ministry and from discussions that followed, the recommendations set out below were made:

- Postponement of the municipal and regional elections due to be held in October 2014 to undertake a new voter registration to update the biometric register. The main objective was the inclusion of individuals who have since grown into adulthood, refugees and internally displaced persons who had come back home.
- An amended law and code was to be submitted to Parliament.
- The implementation of intensive voter education activities to encourage voter registration and explain the harmonised elections.
- Proposal by the Ministry of a new electoral timetable in due time.
- The debate on the status of the INEC was postponed to 10 July 2014.

The workshop was an opportunity for the Ministry and political leaders to reach an agreement on the postponement of the elections and on actions to undertake in preparation for the new date to be set.

MEETING ON POLITICAL PARTIES' INVOLVEMENT IN THE PEACE TALKS AND THE STATUS OF THE INEC

A meeting was convened on 10 July 2014 to involve political parties in the inter-Malian political dialogue. The meeting gathered 141 leaders of political parties and was presided over by the Minister of Interior and Security. The High Representative of the President of the Republic of Mali for the inter-Malian peace talks also attended the meeting. It provided an opportunity for information sharing between the High Representative and political leaders on the Algiers peace talks and for discussions between the Minister and political leaders about the composition and mandate of the INEC after the 2013 elections.

³ Projet d'Appui au Processus Electoral du Mali / Programme des Nations Unies pour le Développement

The High Representative explained the consensual roadmap for the peace talks with northern rebel groups. In reaction to the presentation made by the High Representative, the leaders of political parties made several recommendations, including strict compliance to the Ouagadougou agreements of June 2013, which asserted the integrity and secularity of the Republic of Mali; and the inclusion of political parties and CSOs, as well as all the factions and armed groups, in the discussions.

The second point on the agenda – the status of the INEC – was presented by the Minister. A round of voting following the presentation and discussions saw 37 out of the 48 political parties present decide to retain the Commission in its current composition and mandate until the end of the electoral process; after the 2015 municipal and regional elections.

The main achievements of this meeting were that it gave political leaders the opportunity to express their opinions on the peace talks and decide on the status of the INEC. It is expected that the consensus reached on the status of the Commission will lead to inclusive and peaceful elections, as political leaders feel involved in the process and that their opinions have been taken into account.

MEETING ON THE DRAFT LAW ON THE STATUS OF THE POLITICAL OPPOSITION

On 23 July 2014, 94 political leaders gathered under the presidency of the Secretary-General of the MIS to discuss the draft law on the status of the political opposition and the opposition leader. After presentation of the draft law by the Director-General of Territorial Administration, discussions followed during which political leaders provided suggestions for a more consensual and improved draft law to be submitted to Parliament.

The meeting was convened in line with government's objective that political parties' opinions and suggestions should be taken into account in decision-making which will have a political impact. Participants were able to understand the content of the draft law and the contribution of such a law to strengthening the democratic process in Mali. This law will guarantee more visibility and power for the leader of the political opposition, in a 'checks and balances' system.

POLITICAL PARTIES' BRIEF ON THE INTER-MALIAN PEACE TALKS

An MPLC meeting took place on 5 August 2014 between the Minister of Interior and Security and political parties, on the inter-Malian peace talks. The Minister and the High Representative of the President of the Republic updated the 80 political party leaders on the steps and achievements of the inclusive peace talks. The leaders commended the Minister for his will and his commitment to keep stakeholders posted on how the talks progressed.

STATE OF PREPAREDNESS OF THE MINISTRY ON BY-ELECTION IN YOROSSO

On 9 September 2014, a meeting of the MPLC was convened to inform political parties about the parliamentary by-elections to be held in Yorosso (in the region of Sikasso) following the death of the MP of this constituency. Some 22 representatives of political parties were updated on the state of preparedness of the Ministry and were provided with the by-election time table, the candidacy requirements as well as the logistical and security arrangements made by the government.

POLITICAL PARTY WOMEN LEADERS' WORKSHOP ON VOTER REGISTRATION

In support of the voter registration process, EISA organised a workshop on 5 December 2014 to inform and sensitise 92 political party women leaders to the voter registration process, and to inform and mobilise them for a successful execution of the operation. Local experts and officials from the Ministry provided these women leaders with information on the importance and the different steps of registration. The 92 women were then tasked with sharing the information among other women in their party subdivisions and in their neighbourhoods.

Some days after the workshop, the participants organised information and sensitisation campaigns, mostly among newly adult women who were not registered during the 2013 elections. This workshop and the sensitisation campaigns contributed to an increase in the number of registered voters during the last days of the registration period, as shown by the figures collected by the Ministry.

CHALLENGES

The main challenge of this programme has been the postponement of the harmonised municipal and regional elections to late April 2015, which affected EISA's initial work plan as agreed upon with the donor. EISA was unable to carry out any of the activities directly linked to the elections. However, EISA successfully requested additional funds for the smooth conduct of the programme '*Strengthening the Multi-Party Liaison Committee*'.

Discussions are under way with other donors for funding of the remaining 2015 programmes. The 2015 activities will strongly depend on the outcomes of the current peace talks.

PREVIEW OF PLANS FOR 2015

The following activities were to be conducted in 2015.

The first two activities were to be implemented to support the April 2015 harmonised municipal and regional elections, while the remaining three activities were to be undertaken in the post-election period.

- Strengthening the MPLCs.
- Elections conflict management.
- Local governance strengthening.
- Support to political parties.
- Civil society youth capacity strengthening in leadership and governance.

MOZAMBIQUE



MIGUEL DE BRITO
COUNTRY DIRECTOR



REGINA DOS SANTOS
PROGRAMME OFFICER



ANISSA IZIDINE
FINANCE/ADMINISTRATION OFFICER



FRANCISCO LANGA
DRIVER/ADMINISTRATION CLERK



DITO CANAZACHE
HOUSEKEEPER/OFFICE CLERK

Field office report: Mozambique

OVERVIEW:

During 2014, the EISA-Mozambique office continued with the implementation of the *'Increasing Transparency of the 2013/2014 Electoral Process in Mozambique'* project, jointly funded by DFID, the Danish International Development Agency (Danida) and Sida.

The project's aim was to increase the transparency and integrity of the 2013/2014 Mozambican electoral process through (i) strengthening the capacity of political parties to monitor the electoral process; (ii) extensive election observation and analysis; and (iii) improving the Electoral Commission's ability to develop constructive and open relationships with electoral stakeholders.

EISA-Mozambique also continued the implementation of discreet activities to promote the increased presence of women as candidates for parliament in the 15 October 2014 general elections, with residual funding from the British High Commission in Maputo, and provided support to activities managed by the EISA Head Office, especially support to EISA EOMs, AUEOMs, and APRM-related activities.

All this was undertaken against the backdrop of political and low-intensity military conflict between the Frelimo government and the main opposition party, Renamo, with localised violence in central Mozambique since late 2012. At the same time, both sides were engaged in protracted negotiations in Maputo around four points submitted by Renamo – changes in the electoral law, security sector reform, 'de-Frelimisation' of the civil service and better redistribution of national wealth. An agreement on the electoral law was reached in March, leading to substantial amendments to electoral legislation by parliament, followed by an agreement on security issues in late July, and a cessation-of-hostilities accord on 5 September, which allowed Renamo's participation in the electoral process.

Under the new electoral legislation, political parties were entitled to have two party agents (an effective and an alternate agent) and one polling station official at every polling station. Given that there were around 17,000 polling stations, this meant that each political party had to recruit, train and deploy a total of 34,000 party agents and 17,000 polling staff.

ACHIEVEMENTS

PARLIAMENTARY POLITICAL PARTIES' CAPACITY TO MONITOR THE ELECTORAL PROCESS SUPPORTED

EISA provided support for the training of party agents for the monitoring of the voter registration process that took place from 15 February to 29 April 2014, and for Election Day.

For the voter registration process, EISA supported Frelimo by training 16 national trainers and 160 provincial trainers in all 11 provinces. For the Mozambique Democratic Movement (MDM),

EISA trained 290 party agents in the central region of Mozambique who were deployed to monitor the last phase of the voter registration process. Renamo was not included in EISA activities at this stage, given its boycott of the electoral process and involvement in armed conflict with the government. Following the cessation-of-hostilities agreement, EISA was able to start its activities with Renamo in September 2014.

For the monitoring of Election Day, EISA supported political party capacity-building by training trainers and party agents at national, provincial and district level, between July and October 2014. EISA trained 496 trainers and 32,000 party agents for Frelimo, 14,000 party agents and polling officials for Renamo, and 6,000 party agents and polling officials for the MDM. All three parties had the responsibility of training additional party agents at district level, with their own resources. Due to organisational constraints - delays in identifying and recruiting party agents – the opposition parties were less effective in replicating the training at the lower levels. However, all three parties managed to exceed the replication target of 3,200 party agents per party by a significant margin due to cost-contention measures applied by the parties themselves in the replication phases of the training. On Election Day, Frelimo deployed 37,000 party agents, Renamo 26,000 and the MDM 25,000 agents. This means that EISA's support provided for the training of 84% of Frelimo's deployed party agents, 54% of Renamo's and 24% of the MDM's.

As EISA at the time was the only external partner training political party agents, the institution's support played a critical role in enabling political parties to effectively implement the electoral process, particularly on Election Day. This intervention improved the quality of party agents, and the role they played at many polling stations which were faced with attempts of electoral malpractice was widely recognised by both national and international observers and the media, compared to previous electoral processes.

ELECTION OBSERVATION AND ANALYSIS STRENGTHENED

EISA engaged in three levels of preparation for the 15 October 2014 general elections.

- **EISA EOMs deployed**

EISA deployed an EOM comprising 50 long-term and short-term observers, of which 50% were women. The Mission was active on the ground from 28 August to 30 October 2014, and was led by the Honourable Raila Odinga, former Prime Minister of Kenya. The 23 LTOs were active on the ground from 28 August 2014, remaining in the country for two months. In teams of two, the LTOs were deployed to all provinces of the country. The Maputo city team also covered Maputo province. Given its size and geography, two teams were deployed to Zambézia province, with one based in Quelimane city and another in Gurué city. The LTOs observed the entire campaign period, engaged main stakeholders in their areas of deployment and provided the Mission coordination team with weekly situation reports.

After Election Day, LTOs remained in their areas of deployment to observe the district and provincial tabulation process. The LTO coordination team remained in the country until the announcement of final results by the Mozambique Electoral Commission (CNE) on 30 October 2014. The 27 STOs arrived in the country on 8 October 2014 and were deployed to all provinces. Nampula province received an additional team, given the size of its voting population and the number of polling stations. The 25 EISA observer teams covered 360 polling stations in more than 50 districts. As is now practice for EISA EOMs, the observer teams were equipped with

tablet computers, which enabled them to collect and send data to the Mission headquarters in real time.

EISA partnered with a 27-member STO team from The Carter Center in the deployment of STOs. This partnership was extremely effective and allowed for wider coverage and sharing of Election Day data. Both Missions applied the same observation methodology and data collection, transmission and aggregation technology. The deployment of a strong EISA team comprising both long- and short-term observers, in conjunction with the partnership with TCC, allowed for a more thorough and intensive observation of the electoral process, with the EISA mission receiving extensive media coverage.

The EISA EOM preliminary statement, released on 17 October 2014, provisionally concluded that the process so far had been generally peaceful and conformed with the laws of Mozambique and with international, continental and sub-regional standards. Furthermore, the Mission urged political leaders to maintain calmness as they awaited the announcement of the election results, and to pursue legally established channels to resolve any disputes that may arise relating to the outcome of the elections.

After the process was completed in December 2014, with the validation of the election results by the Constitutional Council, the EISA EOM concluded that, despite incidents of violence during the campaign and irregularities during voting and tabulation, the people of Mozambique were able to freely exercise their democratic and civil right to choose their leaders, and that the elections in Mozambique largely conformed with the laws of Mozambique and with international, continental and sub-regional standards.

- **Election monitoring conducted**

The EISA-Mozambique office monitored the preparations for the 2014 general elections throughout the year through regular engagements with the main stakeholders, such as the election management bodies, political parties, CSOs and international partners, as well as field trips to four provinces during the electoral campaign period – Sofala, Tete, Zambézia and Nampula – in September and October 2014.

EISA-Mozambique also regularly debriefed international cooperation partners and other stakeholders on developments related to the electoral process.

- **Election observation training conducted**

The EISA-Mozambique office conducted citizen and international observer training for 10 national trainers of the Electoral Observatory, 23 TCC observers, 30 observers from the Mozambique Lawyers Association, 22 EU LTOs, 50 AU observers, 90 SADC observers, 25 SADC Electoral Commission Forum (ECF) observers and 60 Diplomatic Watch observers. In this way, observers from a broad range of institutions and organisations were equipped with relevant information to enable them to execute their observation responsibilities effectively.

- **Information about the electoral process available to the public through social media**

Recognising that social media has become a major tool for information seeking and information dissemination, and that elections always represent a ‘hot topic’ in social media, in November 2013 EISA-Mozambique set up a web page and a Facebook page dedicated to the Mozambican electoral process.

The main purpose of the web page was to aggregate as much documentation as possible, and to provide links related to the electoral process in Mozambique. Given that many of these documents are not easily available, EISA's objective was to provide the general public with easy access to legislation, reports, articles and election management decisions.

At the same time, a dedicated Facebook page was also set up to provide regular updates and news about the electoral process to the general public. The Facebook page proved extremely successful, with 122 posts directly reaching 43,782 people between 11 November 2013 and 30 October 2014, an average of 124 people a day, or 360 people per post. Several posts were shared a number of times by different readers, which means that the outreach was even greater.

- **Parallel vote tabulation supported**

The EISA-Mozambique office assisted the Electoral Observatory (OE), the largest coalition of citizen observation organisations in Mozambique, with parallel vote tabulation (PVT). EISA provided technical support to the sampling process, the selection of sampled polling stations, observer checklists, training of trainers, and results analysis and reporting.

On Election Day, the EISA-Mozambique office received all the OE citizen observer data related to the opening, voting, closing and counting processes, analysed and aggregated it, and drafted the four *communiqués* issued during the day by the OE leadership. A total of 2,107 polling stations were selected for the PVT sample, with a margin of error of about 2%. About 300 polling stations did not report their results due to organisational challenges and a lack of observer accreditation. However, the missing polling stations were equally spread through all provinces, and therefore did not significantly affect the randomness of the sample, although it increased slightly its margin of error. The PVT results validated the official aggregation of the polling results within the margin of error.

CAPACITY OF ELECTION MANAGEMENT TO ESTABLISH CONSTRUCTIVE RELATIONSHIPS WITH KEY ELECTORAL STAKEHOLDERS STRENGTHENED

In September 2014, EISA collaborated with the Commonwealth Secretariat and the NGO ACCORD to conduct training for members of the CNE and the Technical Secretariat for Election Management (STAE) on electoral conflict prevention, mitigation and management. The training took place in the cities of Maputo and Beira, and was targeted at 50 national and provincial members of the election management bodies. The training covering a number of topics, including existing mechanisms to manage election-related disputes in the Mozambican context, conflict risks to credible elections, principles of negotiation and negotiation techniques used to manage election-related disputes, mediation techniques used to manage election-related disputes, conflict prevention and management in elections using the media, and Commonwealth and SADC experiences in election-related disputes. Training was jointly provided by Mozambican and regional trainers to provide Mozambican election managers with valuable comparative experiences, practices and knowledge from the Southern African region.

As a result of this training, 40 new election managers at national and provincial level acquired knowledge on conflict prevention, mitigation and management, which knowledge they were able to use in their interactions with election stakeholders at their respective levels of election management responsibility.

WOMEN IN ELECTIONS

In April, May and June 2014, the *'Women's Participation'* project developed an activity entitled *'Project Zebra'*, which was shared with partner organisations such as JOINT (the League of NGOs in Mozambique), the Women's Forum and Gender Links, to increase and improve the participation of women who are party members in the structures and leadership of their parties, and also as candidates for parliament. Meetings were held with members of parliament of Renamo, the Women's League of MDM, as well as some members of the Municipal Assembly of Beira in Sofala province, with the objective of organising internal party workshops on the issue of women's participation. This activity increased awareness of gender issues within political parties and among female party officials, and provided them with knowledge about specific tools to improve women's representation in elections and elected bodies.

OTHER ACTIVITIES

In February 2014, the Mozambique Country Director participated in the EISA Pre-Election Assessment Mission to Guinea-Bissau, and in March and April 2014 in the AU first- and second-round EOMs to Guinea-Bissau. The Country Director also led the EISA Pre-election Assessment Mission to Namibia, conducted an assessment of the electronic voting process for the 28 November 2014 Namibia general elections and provided support to the AUEOM to the 10 December 2014 legislative elections in Mauritius.

Additionally, the EISA-Mozambique office provided support to a team from EISA Head Office linked to the APRM project that visited Mozambique to conduct interviews and focus groups for this project. After the departure of the team, EISA-Mozambique also conducted follow-up activities to collect additional data for the APRM project.

MAIN OUTPUTS AND OUTCOMES

- The capacity of parliamentary political parties to monitor the electoral process was increased through EISA's support to the training of more than 450 party agents for the voter registration process, and 52,000 party agents (59% of all deployed party agents) for Election Day.
- Citizen and international observation was strengthened through the deployment of an EISA EOM, with long-term and short-term teams covering all provinces of the country for 60 days, through support to citizen PVT and through the training of more than 250 international observers from other EOMs.

PREVIEW OF PLANS FOR 2015

- Preparing and advocating for electoral reform.
- Support to parliamentary political parties.
- A follow-up report on the *'Baseline Study on Women in Positions of Leadership in Mozambique'* conducted in 2012 to determine the extent to which the situation has evolved in the past three years.

SOMALIA



KHABBAB ABDALLA
COUNTRY REPRESENTATIVE
(UNTIL APRIL 2014)

HAMADZIRIPI MUNYIKWA
COUNTRY REPRESENTATIVE
(JULY TO DECEMBER 2014)

GEORGE NTEH
SENIOR ELECTIONS EXPERT
(UNTIL SEPTEMBER 2014)



FUNANANI NEMAHENI
INTERNATIONAL PROGRAMME
OFFICER (JULY TO DECEMBER 2014)

SUAD AHMED NOUR
FINANCE AND ADMINISTRATIVE
ASSISTANT

Field office report: Somalia

OVERVIEW

The reporting period corresponded with the opening and registration of an EISA office in Mogadishu and the implementation of the inception phase of EISA's four-year programme – *'Supporting Stability, Democracy and Transition in Somalia'*. The programme is funded by Sida, represented by the Embassy of Sweden in Nairobi, Kenya.

The context of the implementation of EISA's project in Somalia is best viewed through the lens of the *'New Deal for Somalia'* conference held on 16-17 September 2013 in Brussels, and the resultant document, *'The Somali Compact Partnership with the International Community'*. EISA's priorities in framing the four-year programme coalesce with the goals of the Somali Compact Partnership agreement. These goals emphasise inclusive political dialogue to restore trust between communities, the finalisation and adoption of a Federal Constitution by December 2015 and that the State prepares for and holds credible elections in 2016.

In March 2014, the Federal Government of Somalia (FGS) instituted 'Vision 2016', a detailed framework for action towards achieving the goals set out in the Somalia Compact Partnership agreement. *Vision 2016* outlines a roadmap for action and responsibilities, while also establishing an Inter-Institutional Coordination Unit (IICU) to oversee the implementation of the roadmap.

The period that constituted the inception phase of EISA's programme in Somalia was characterised by a degree of political uncertainty after the resignation of Prime Minister Abdi Farah Shirdon in December 2013. The appointment of this government put the FGS back on track towards stability and democratisation. Nevertheless, a degree of uncertainty remained regarding the sustainability of the current government, as some MPs have repeatedly threatened to table a motion of no confidence in the President.

Among the successes of this period have been the establishment of a permanent EISA presence in Mogadishu, and establishing working partnerships with relevant FGS stakeholders. Key among these has been the Ministry of Interior and Federalism (MIFA) with whom EISA signed an MoU in November 2014. The aim of the MoU is to continue supporting and enhancing the institutional capacity of the MIFA in carrying out its mandate in the transition and stabilisation process.

ACHIEVEMENTS

INTERNAL CAPACITY BUILDING AND CIVIC EDUCATION TRAINING FOR CSOS CONDUCTED

Motivated by the need to strengthen the internal organisational capacity of Somali CSOs, EISA-Somalia designed and developed training material, and trained over 300 CSOs in six regions of Somalia, including Mogadishu, Galkayo, Baidoa, Galgadug and Hiraaan. The training focused on proposal development, project management, monitoring and evaluation, and finance administration. The objective of these trainings was to ensure that CSOs are better organised, and can within their organisations contribute to the transition process through a more structured approach.

In addition to the capacity-building programmes and taking into account the fact that most Somalis have not participated in a democratic dispensation for over 20 years, EISA initiated a civic education workshop in the same six regions where the CSO internal capacity trainings were conducted. The modules included understanding democracy, elections, citizen participation and leadership.

Through these workshops, CSOs were able to find ways to begin to interact and engage in the current stabilisation process. Through EISA's support, diverse CSOs have been brought together to engage on the different challenges facing Somalis. One participant representing the Institute of Education for Disabled People thanked EISA for its "inclusive work in Somalia where disabled people are neglected and discriminated against". The participant said, "this is the first time disabled people and organisations have enjoyed equal opportunity with non-disabled people."

POLITICAL ASSOCIATIONS' INTERNAL CAPACITY STRENGTHENED

With political parties in Somalia not yet registered, EISA started working with political associations. Although political associations in Somalia are still in a nascent phase, they experience the same challenges as those in more stable democracies in terms of their organisational structures. Based on EISA's '*Setting Benchmarks for Political Party Performance for Democratic Governance in Africa*' programme, EISA-Somalia facilitated a workshop for 16 political associations already established and more recently established, focusing on modules that defined what a political party stands for, policy-making processes, leadership and interaction with constituencies. This was the first such training session conducted in Somalia in recent years and it elicited a great deal of interest and interaction.

POLITICAL ASSOCIATIONS FORUM ESTABLISHED

Based on the success of the internal capacity trainings described above, political associations in Mogadishu identified the need to create a platform where they can engage their common understanding of how they should contribute to the development of a Political Parties' Law.

EISA facilitated the signing of a cooperation agreement which outlined how these associations can better work with one another, the government and with EISA. To this end a Political Associations Forum was established. Four sessions were held in which political associations met and discussed their views on the proposed Political Parties' Law.

The data gathered during these Forum meetings were sent to the Parliamentary Committee on Political Parties to further engage with the political associations. Meetings were held with the Parliamentary Committee drafting the Political Parties' Law and the political associations that attended the EISA Political Associations Forum. The fledgling parties reported that their engagement on these issues was strengthened by having attended the EISA trainings and Forum meetings, and placed them in a stronger position to engage more confidently in this process.

MINISTRY OF INTERIOR AND FEDERAL AFFAIRS STAFF TRAINED

The Ministry of Interior and Federal Affairs (MoIF) of Somalia approached EISA with a request to provide training to 50 staff members of the Department of Federalism and Democratisation, in November 2014. These trainees form the Ministry's core staff within sub-departments charged with state-building, federalism, decentralisation and democratisation, and also from the pool of staff supporting future commissions, including the Boundaries and Federalism Commission. The training provided a conceptual framework for the work participants will conduct in achieving the priorities of the Ministry in terms of state-building, federalism and democratisation, and ultimately in terms of ministerial support to newly formed commissions such as the National Independent Electoral Commission (NIEC) and the Boundaries and Federalism Commission. Conducted over five days in Mogadishu, the workshop provided a comprehensive programme covering topics such as the state and state-building, federalism, decentralisation, public administration, an introduction to democracy and forms of democratic regimes, reconciliation, leadership and elections, and the electoral cycle. The impact of this training was acknowledged by the Minister of Interior and Federal Affairs as having been particularly effective in strengthening the capacity of his ministry's staff.

ADMINISTRATORS OF THE 'NEWLY ACCESSIBLE AREAS' TRAINED

In response to a request by the Ministry of Interior and Federal Affairs, EISA supported a training workshop for Caretaker Administrators to be deployed to the 'Newly Accessible Areas'. The Caretaker Administrators represent the first local government in regions that have been 'stateless' and under Al Shabaab control for over 20 years. The administrators are expected to maintain law and order, implement governance structures and ensure citizen participation. EISA trained the administrators on public governance and the role of Caretaker Administrators. The administrators were deployed throughout the regions liberated from Al Shabaab control over the last year. A follow-up visit by the Somalia Stability Fund, which funded the training, received positive evaluations of the deployed District Administrators in Wajir district.

'LET'S TALK ELECTIONS' DISCUSSION SERIES HELD

With the goal of generating a positive sentiment towards Somalia preparing for elections in 2016, EISA initiated a first set of discussions on the elections in the country. During these discussions, representatives from different sectors of society and government were encouraged to discuss the electoral processes in Somalia. The discussions focussed on the electoral cycle approach and were aimed at sensitising the broader Somali public to the administration and management of elections. During these discussions, mock elections were conducted to enable participants to gain a practical understanding of elections. The discussions have been positively received, and they continue to encourage Somalis to embrace the use of elections as a legitimate means to return to democratic rule. Over 200 Somalis in Mogadishu have participated in these discussions – the first of its kind for all who participated. One participant commented that civil society “has a more unified voice and if they talk as one, they will be heard by government”, adding that “elections are possible and can take place in Somalia.”

OTHER ACTIVITIES

PARLIAMENTARY SUB-COMMITTEES SUPPORTED

At the behest of the Speaker of Parliament, EISA, along with international partners from the United Nations Mission in Somalia (UNSOM), Conflict Dynamics International and Interpeace, worked with the Parliamentary Committee on Elections to deliver a draft law on the establishment of the NIEC. During these sessions, EISA gave presentations and advice on how to structure and establish the NIEC. However, due to overlapping mandates between different key players in Somalia, a different NIEC law was submitted to Parliament. To encourage the dissemination of continental information and experiences, EISA provided the Parliamentary Sub-Committee on Political Parties with information on political parties from across the continent with whom they could engage and share information on relevant legislation in their respective countries.

WORKSHOP ON ELECTORAL SYSTEMS CONDUCTED

EISA, along with international partners from UNSOM, Conflict Dynamics International and Interpeace, held a workshop on the different electoral systems in post-conflict countries. The workshop was held in Djibouti and attended by representatives from the Ministry of Interior and Federal Affairs and the Parliamentary Committee on Elections. The workshop was aimed at sensitising the two institutions to the different electoral systems, and to encourage them to carefully consider the best option for Somalia.

PARTICIPATION IN EISA EOMS

With the aim of exposing key electoral stakeholders to electoral processes through peer learning, EISA invited 10 Somalis to participate in the EISA EOMs to South Africa (in May 2014) and Mozambique (in October 2014). The delegation included the Minister of Interior, MPs, government advisors and CSO members.

EISA arranged for the delegation to meet with key electoral stakeholders in the South African electoral processes, including representatives from the Independent Electoral Commission of South Africa and the Constitutional Court. In addition to observing the elections, the delegation had the opportunity to meet with key electoral stakeholders and share experiences with colleagues from across the continent. This proved extremely valuable, especially as Somalia is scheduled to hold elections in 2015.

OUTPUTS

- EISA has been established as a relevant and key international actor and partner in Somalia.
- The capacity of over 200 CSOs countrywide has been developed in proposal writing, democracy and good governance, civic education and elections.
- CSOs have been better equipped to engage with other national stakeholders on election processes.
- Somali citizens have been engaged in the election discourse.
- Political associations have been capacitated to engage with Parliament and to contribute to the Political Parties' Act.

PREVIEW OF PLANS FOR 2015

- Training and capacity building for the Ministry of Interior staff.
- Training of interim local administrations in effective and democratic local governance.
- Supporting Somali CSOs in organisational development, election observation, and voter and civic education.
- Supporting political associations to engage in the drafting of the Political Parties' Law.
- Supporting the Constitutional Commission and relevant state and non-state actors in constitutional outreach and constitutional awareness programmes.
- Supporting the Parliamentary Committee on Elections in the development and formulation of relevant electoral laws and the design of an electoral system.
- Providing technical assistance to the Electoral Management Body.
- Facilitating '*Let's Talk Elections*' discussions on electoral themes.

ZIMBABWE



VICTOR SHALE
COUNTRY REPRESENTATIVE



PATSON CHITOPO
PROGRAMME OFFICER



IAN GOREDEMA
PROGRAMME OFFICER



GAMUCHIRAI MATSHEZA
*FINANCE AND ADMINISTRATION
OFFICER*



ANTONNETA HAMANDISHE
ADMINISTRATIVE ASSISTANT



SHINGIRAI MUTANDWA
DRIVER



MARIA MATOGO
HOUSEKEEPER



NICHOLAS CHIZANGO
GARDENER

Field office report: Zimbabwe

OVERVIEW

EISA continued to provide support to the Zimbabwe Electoral Commission (ZEC) and electoral stakeholders in 2014, focussing on 2013 post-election interventions, with additional support provided by the European Union (EU). EISA's support to the ZEC has contributed to creating a platform for participation by all stakeholders, and more specially by CSOs, the media and political parties, improving the relationship between the ZEC and national electoral stakeholders, increasing opportunities for constructive dialogue between all electoral stakeholders, and facilitating more inclusive and participative electoral processes.

ACHIEVEMENTS

ZEC'S FIVE-YEAR STRATEGIC PLAN REVIEWED

EISA supported the ZEC in convening a workshop from 2-8 March 2014 to take stock of the progress made in implementing its five-year strategic plan. During this workshop, the ZEC made adjustments to the strategic document in line with its expanded constitutional



ZEC PERSONNEL AT THE FIVE-YEAR STRATEGIC PLAN REVIEW WORKSHOP

mandate to register voters, and in line with emerging needs and challenges, most of which will be addressed in the new electoral cycle of 2014-2018. It also developed and introduced a performance management system to be implemented in 2014 and going forward, to enhance the ZEC's capacity to deliver on its mandate, in line with its five-year strategic plan. The workshop was attended by 129 participants, including Commissioners, the ZEC Secretariat from Head Office, and participants from Provincial and District offices.

STUDY TOUR TO THE EUROPEAN PARLIAMENTARY ELECTIONS CONDUCTED

From 15-29 May 2014, seven members of the ZEC, a representative from the SADC Parliamentary Forum, two representatives from the SADC Electoral Advisory Council and two representatives from the SADC Electoral Commissioners Forum, supported by four EISA staff, undertook a study tour to observe the European Parliamentary elections,. The study tour was an opportunity for lesson learning and gaining experience towards possible reforms. Participants were deployed to Belgium, France, Poland and Sweden. This was an opportunity for delegates to gain information on different applications of the proportional representation (PR) electoral system within EU member states and exposure to the EU Parliamentary system.



ZEC CHAIRPERSON HON. JUSTICE MAKARAU AND EISA EXECUTIVE DIRECTOR MR. DENIS KADIMA DURING A BRIEFING BY EU OFFICIALS IN BRUSSELS



EISA VOTER REGISTRATION EXPERT MR. THOMAS CHANUSSOT MAKING AN INPUT AT THE VOTER REGISTRATION CONFERENCE IN HARARE

VOTER REGISTRATION CONFERENCE AND MULTI-STAKEHOLDER DIALOGUE CONVENED

The new constitution gives the ZEC the responsibility to register voters and to maintain the voters' roll. The ZEC convened a multi-stakeholder dialogue on voter registration on 28-29 April 2015, following the 12-13 December 2013 ZEC internal conference where the ZEC considered different registration systems. The multi-stakeholder dialogue was attended by participants from the Ministry of Justice, Legal and Parliamentary Affairs to which the ZEC reports.

At this dialogue session, the ZEC presented its proposed polling station-specific voter registration model to all electoral stakeholders. Prior to this session, and as a direct outcome of this project, the ZEC consulted widely with representatives of political parties and CSOs who were invited to plan for the voter registration conference.

The conference was attended by representatives of electoral stakeholders in Zimbabwe, including political parties, government ministries and departments, CSOs, faith-based organisations (FBOs), the media, ZRP, local authorities and traditional leaders, and development partners, as well as voter registration experts within Zimbabwe. There were also regional and international voter registration experts from Ghana, Zambia and France. Some 166 participants – 50 women and 116 men – attended the conference. The conference effectively set in motion a national dialogue on voter registration. The recommendations made at this conference will be a useful and credible reference in future discussions on this subject and it is anticipated that they will also inform the legislative process.

PREVIEW OF PLANS FOR 2015

- Fundraising and project development for continuation of EISA's support.

OPERATIONS



MS ILONA TIP
OPERATIONS DIRECTOR



KERRY N KOTLER
*MONITORING AND EVALUATION
PROGRAMME OFFICER*

LIBRARY AND PUBLICATIONS



MARIE REYNEKE
LIBRARIAN



MICHAEL MOLEFE
LIBRARY AND PUBLICATIONS CLERK

INFORMATION, COMMUNICATION AND TECHNOLOGY



DEANE STUART
RESEARCHER



IRENE MABOEA
SUPPORT TECHNICIAN

FINANCE AND ADMINISTRATION

- FINANCIAL STATEMENTS
- STAFF MEMBERS
- EISA DONORS

FINANCE AND ADMINISTRATION



ERALDA VAHIDI
FINANCE MANAGER



MARIA HOOPER
OFFICE MANAGER



DIPTI BAVA
*SENIOR ASSISTANT
ACCOUNTANT*



USHA KALA
SENIOR BOOKKEEPER



PONTSHO MOTAUNG
BOOKKEEPER



IVY PILLAY
RECEPTIONIST



PETER MAJE
DRIVER



MATHEMBI MEHLOMEKHULU
HOUSEKEEPER

Financial statements

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

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2014

	Notes	2014 R	2013 R
ASSETS		81 898 035	98 611 749
Non - current assets		10 863 319	11 056 748
Property and equipment	3	10 863 319	11 056 748
Current assets		71 034 716	87 555 001
Trade and other receivables	4	8 199 626	3 167 602
Accrued income - grants	5	4 833 887	1 720 146
Cash and cash equivalents	6	58 001 203	82 667 253
TOTAL ASSETS		81 898 035	98 611 749
RESERVES AND LIABILITIES		81 898 035	98 611 749
Accumulated fund		25 606 936	20 404 710
Operating fund		4 532 676	6 631 336
Restricted programme funds		-	-
Unrealised foreign currency reserve		6 165 821	3 220 801
Retrenchment fund		2 973 063	2 268 143
Revaluation reserve fund		7 543 967	6 893 021
Sustainability reserve fund		4 391 409	1 391 409
Current liabilities		56 291 099	78 207 039
Cash and cash equivalents	6	10 490	-
Trade and other payables	7	1 675 091	1 590 815
Deferred income - grants	8	31 090 682	69 016 280
Deferred income - other	8	1 145 549	129 304
Provision for leave pay	9	506 149	520 588
Provision - general		572 918	1 375 028
Amounts refundable	10	21 290 219	5 575 024
TOTAL RESERVES AND LIABILITIES		81 898 035	98 611 749

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

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	2014 R	2013 R
Income		101 364 559	80 284 672
Gross profit on services		9 197 656	4 956 300
Consulting income		19 282 559	16 550 563
Less: direct expenses		(10 084 903)	(11 594 263)
Grants	11	90 637 991	73 953 298
Foreign exchange gains		-	190 195
Interest received	12	945 825	775 610
Profit on sale of a project asset		-	69 322
Rent received		553 308	277 098
Sundry income		29 779	82 849
Expenditure		99 758 299	83 203 507
Operating expenses		4 473 044	5 733 622
Foreign exchange loss		158 123	-
Salaries and contributions	13.3	11 837 290	3 948 358
Project expenses		83 289 842	73 521 527
Comprehensive income (Loss)		1 606 260	(2 918 835)
Other Comprehensive Income		3 595 966	7 032 660
Foreign exchange gains on foreign bank accounts		2 945 020	7 032 660
Revaluation of building		650 946	-
Total Comprehensive income		5 202 226	4 113 825

Staff members

EISA - JOHANNESBURG

- Cecile Bassomo
- Deane Stuart
- Denis Kadima
- Desmond Munemo
- Dipti Bava
- Ebrahim Fakir
- Eralda Vahidi
- Florent Musakayi Kabongo
(January to September 2014)
- Funanani Nemaheni
(January to June 2014)
- Grant Masterson
- Hamadziripi Munyikwa
(January to June 2014)
- Ivy Pillay
- Ilona Tip
- Irene Maboea
- Kerry Kotler
- Lindelwe Dube
- Leah Maina
- Lucien Toulou
(June to December 2014)
- Maria Hooper
- Marie Reyneke
- Mathembi Mehlomekhulu
- Michael Molefe
- Mahlomola Maje
- Naphtaly Sekamokeng
- Ntokozo Ngidi
- Olufunto Akinduro
- Pontsho Motaung
- Robert Gerenge
- Usha Kala
- Vincent Tohbi
- Waseem Holland
- Yvette Waljee
- Zahira Seedat

EISA - CENTRAL AFRICAN REPUBLIC

- Florent Kabongo

EISA - KENYA

- Felix Odhiambo
- Ange Marie Nijimbere
- Magdalena Kieti
- Cheryl Yugi
- Fred Oumo
- Joseph Onduto

EISA - MADAGASCAR

- Lucien Toulou
- Aimé Konan Kouadio
- Baïdessou Soukolgue
- Onja Ramiliarijaona
- Niaina Ramaroshon
- Jessica Ranohefy
- Randrara Rakotomalala

EISA - MALI

- Justin Doua Goré
- Kadiatou Touré
- Soumaila Dicko

EISA - MOZAMBIQUE

- Miguel de Brito
- Regina dos Santos
- Anissa Izidine
- Francisco Langa
- Dito Canazache

EISA - SOMALIA

- Khabbab Abdalla
- Hamadziripi Munyikwa
- George Nteh
- Funanani Nemaheni
- Suad Ahmed Nour

EISA - ZIMBABWE

- Victor Shale
- Patson Chitopo
- Ian Goredema
- Gamuchirai Matsheza
- Antonneta Hamandishe
- Shingirai Mutandwa
- Maria Matogo
- Nicholas Chizango

EISA Donors 2014

- Department for International Development (DFID)
- Development Alternatives, Inc. (DAI)
- European Union (EU)
- Open Society Foundation for South Africa (OSF-SA)
- Open Society Initiative for Southern Africa (OSISA)
- Somalia Stability Fund (SSF)
- Swedish International Development Cooperation Agency (Sida)
- Swiss Agency for Development and Cooperation (SDC)
- Swiss Federal Department of Foreign Affairs (FDFA)
- Embassy of Finland
- Norwegian Ministry of Foreign Affairs (NMFA)
- Royal Danish Embassy (Danida)
- United Nations Democracy Fund (UNDEF)
- United Nations Development Programme (UNDP)

14 Park Road Richmond
Johannesburg South Africa
P.O. Box 740 Auckland Park
2006 Johannesburg
South Africa

Tel: +27 11 381 6000 - 7

Fax: +27 11 482 6163

eisa@eisa.org.za

www.eisa.org.za



Electoral Institute for Sustainable Democracy in Africa