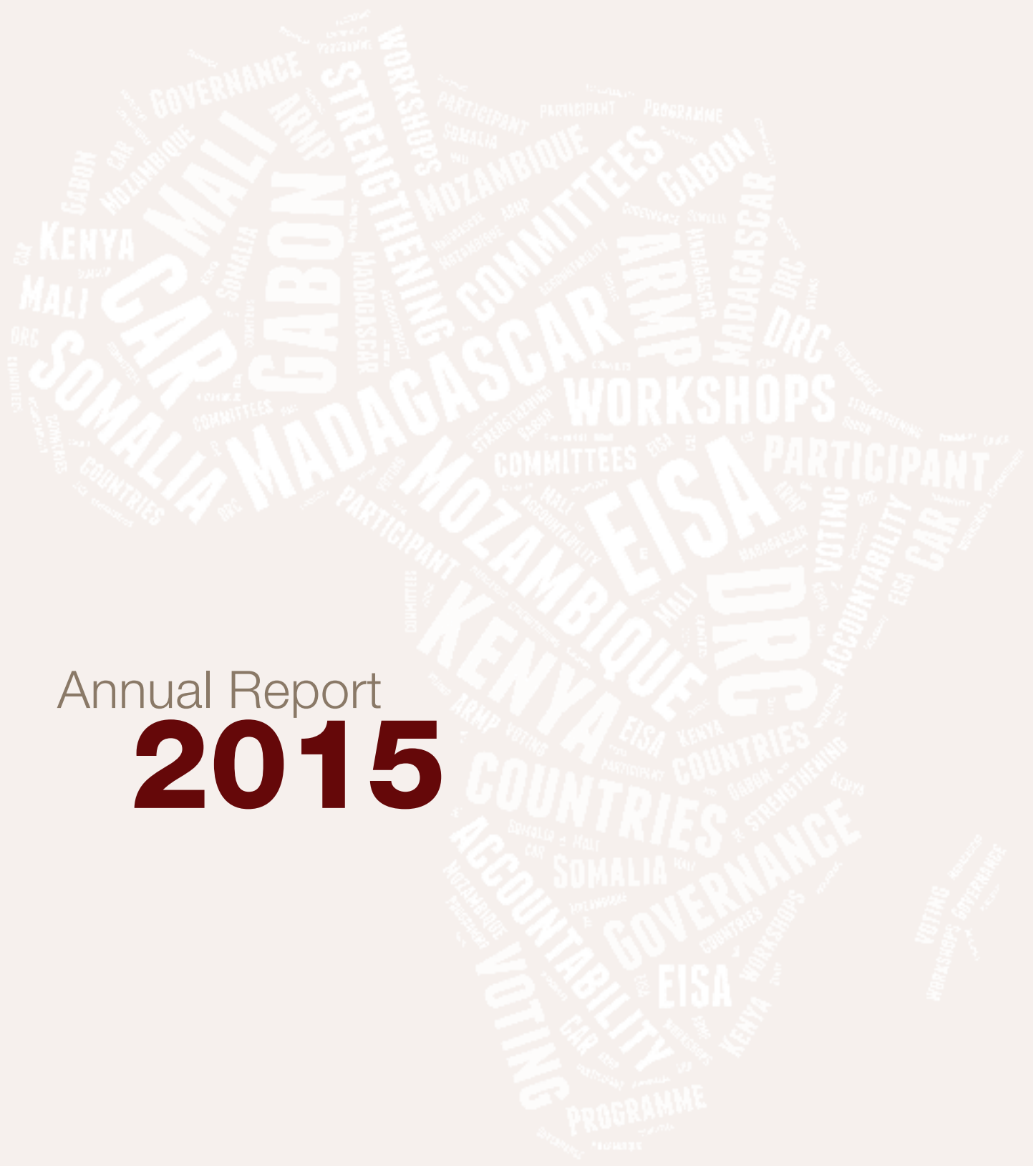


# Annual Report **2015**



Electoral Institute for Sustainable Democracy in Africa





Annual Report  
**2015**

VOTING  
WORKSHOPS  
GOVERNANCE

# 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 2015 EISA had eight field offices, namely Central African Republic (CAR), Democratic Republic of Congo (DRC), Gabon, Kenya, Madagascar, Mali, Mozambique, Somalia.

## CONTACT INFORMATION

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# BOARD OF DIRECTORS



MR LESHELE THOHLANE  
*CHAIRPERSON*



MR YUSUF ABOOBAKER



MS OTILIA AQUINO



MR DENIS KADIMA  
*EXECUTIVE DIRECTOR*



DR MUZONG KODI



PROFESSOR TOM LODGE



DR NANDINI PATEL



MS ILONA TIP  
*OPERATIONS DIRECTOR*



DR CHRISTIANA THORPE

# Chairperson's message

EISA conducts its work in an ever changing electoral and political environment. In particular 2015 saw presidential and/or parliamentary elections held in 17 African countries, namely, Benin, Burkina Faso, Burundi, Central African Republic, Comoros, Côte d'Ivoire, Egypt, Ethiopia, Guinea Conakry, Lesotho, Nigeria, Seychelles, Tanzania, Togo, Sudan and Zambia. The conduct of so many elections demonstrates the enduring trend that competitive multiparty elections have become the "rule of the game" in Africa.

However, there have been major negative trends in African political and electoral environments. The first relates to the issue of presidential term limits as seen in Togo, Benin and more so in Burundi. Burundi, in particular, saw the loss of life and a large number of Burundians displaced to neighbouring countries where they have settled as refugees. The second pertains to the holding of elections in contexts of constrained fundamental human rights and freedoms, namely in Ethiopia and Sudan. The third negative trend relates the shrinking of the democratic space as a response to contain civil society organisations' pro-democracy activism; thus, at least 20 countries in Africa are currently placing stronger measures to control foreign funding of NGOs and other form of controls.

A fourth major negative trend against democratic consolidation in Africa has been the counterproductive roles played by politically partial organs of the state such as the judiciary, the army, the police, and the public service which have been bent on resisting the consolidation of democracy on the continent. Such state-based centrifugal forces were seen at play in the Kingdom of Lesotho where the army and the police involved themselves in politics, taking side between the factions within and outside the All Basotho Convention (ABC) led coalition government. This situation led to the reversal of the electoral gains which had occurred only few months after the successful conduct of the 2012 legislative elections.

Terrorist activities have continued to plague parts of the African continent while no country is immune or out of the reach of these negative forces. Countries like Somalia, Mali, Kenya and Nigeria have continued to face this challenge. Our programmes in Kenya, Mali and Somalia have been affected by this volatility and extra care has been required when choosing the locations to implement activities.

This reality is very characteristic of EISA's environment of work where progress and regression are experienced simultaneously. For this reason EISA always advocates that electoral work (and more generally political governance work) be approached from an electoral/parliamentary cycle perspective. It is imperative to have a long term involvement in order to distinguish short-

term and temporary trends from long-term ones and thus better focus our efforts towards contributing to the achievement of meaningful impact. With this in mind EISA has added to its election work political party development, legislative strengthening and active citizen participation, including participatory constitution-making processes and support civic groups to input in the African Peer Review Mechanism in their respective countries and share lessons continentally.

EISA's staff continued to show great commitment and put in long hours implementing EISA's vision of *"an African continent where democratic governance, human rights and citizen participation are upheld in a peaceful environment"*.

On the continental level, EISA continued its support providing technical assistance to the African Union Commission's electoral observation work. EISA also continued its collaboration providing technical support to election observation missions of the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of Central African States (CEEAC/ ECCAS), the East African Community (EAC) and the South African Development Community (SADC). While EISA does not yet have a formal agreement with the Economic Community of West African States, the Institute was invited and participated in the ECOWAS Network of Electoral Commissions (ECONEC) annual meeting and the ECOWAS Long Term Observer methodology review workshop. EISA looks forward to strengthening these relationships into 2016.

On the national front EISA's work conducted in its field offices, and outlined in the field office reports, ensured that EISA positively responded to the partner's needs and was able to adapt its interventions and support accordingly.

EISA would not have been able to achieve its successes over the past year without the support and contribution of our donors to whom we express our gratitude and appreciation. Recognition must be given to my fellow Board members for their support. Sincere appreciation must go to the EISA Executive Director and staff, who have, as they have done over the past years, worked extremely hard and with great commitment in ensuring that EISA responds positively to its partner's needs and meets the Institute's strategic goals. Our partners in the Central African Republic, the Democratic Republic of Congo, Madagascar, Mali, Mozambique and Somalia as well as the different sub-regions of our continent has testified that EISA has been able to make a contribution to deepening democracy in their respective countries and broadly 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

2015 saw EISA re-opening its field office in the Democratic Republic of Congo, and opening two new field offices, namely, in the Central African Republic and Zambia. For the first time EISA established sub-regional representation with the EISA Country Representative established in the Economic Community of Central African States (ECCAS) office in Libreville where EISA is building a solid working relationship with the secretariat and strengthening the capacity of the ECCAS Electoral Unit. This is an exciting and welcome opportunity for the organisation.

EISA's staff, with the support of the EISA Board, responded positively to the challenges of the changing continental political context and displayed their commitment to achieving EISA's goals.

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

Under the oversight of EISA's Electoral and Political Processes department, EISA continued providing technical assistance in the field of election observation to all 17 elections that took place during the course of the year. In particular EISA provided support to the African Union Commission's Democracy and Electoral Assistance Unit of the Department of Political Affairs 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). Prior to the elections, EISA deployed Pre-Assessment and Needs Assessment missions to 10 countries. The successful use of handheld tablets by AUEOMS piloted in 2014 was extended to six AUEOMS during the course of 2015.

For the first time EISA was invited to facilitate briefing the Economic Community of West African States (ECOWAS) long term observers in Burkina Faso opening the way to further co-operation, which EISA looks forward to.

EISA deployed Election Observation Missions to the presidential by-election held in Zambia in January 2015 led by His Excellency Honourable Cassam Uteem, former president of Mauritius; the 28 February Lesotho parliamentary elections led by Advocate Pansy Tlakula, Commissioner of the African Commission on Human and People's Rights (ACHPR) and the 2015 Egyptian parliamentary elections staggered over eight weeks from October to December. During the first phase of the elections the EISA EOM was led by Sheikh Abdula Karimo Sau, Chairperson of the National Electoral Commission of Mozambique and the second phase was led by His Excellency the Honourable Cassam Uteem.

At national level, the Institute provided election support and technical assistance to its national partners in Central African Republic, Democratic Republic of Congo, Kenya, Mali, Mozambique and Zambia. In Mali, EISA ran a successful programme mobilising and developing women to participate as voters and candidates in the Bamako regional, district and communal elections.

EISA launched its Electoral Integrity in Africa Project (EIP) in April which saw the publication of a compendium of case studies and commenced with the development of the Electoral Integrity Scorecard, an assessment tool for observation for election observation missions. The tool was validated at a workshop attended by RECs and other election assessment institutions.

EISA's Balloting and Electoral Services (BES) programme successfully conducted elections for Pension and Provident Funds and Medical Aid Boards of Trustees and Trade Union and political party elections for office bearers. During this period BES also introduced online voting for some of its clients.

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

EISA continued its support to civil society. In regard to the Institute's African Peer Review Mechanism (APRM) programme, validation and dissemination conferences were convened in five countries and five occasional papers were published. EISA's country offices played a prominent role in strengthening internal systems, financial reporting and project management in CSOs enabling them to develop proposals and raise funds in the Democratic Republic of Congo and Somalia where EISA ran workshops for CSOs in four regions. The outstanding achievement in Somalia was an inclusive approach to ensure participation of the broad spectrum of CSOs.

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

Under this strategic objective, EISA pioneered materials to proactively encourage women and youth to explore the use of a budget as an instrument of governance through its "Understanding Gender and Gender Budgeting" and "Understanding Youth and Youth Sensitive Budgeting" materials and training. Within its efforts to enhance the participation of women in political parties, in Kenya EISA supported the establishment and strengthening of women's congresses in three political parties and continued to encourage and strengthen the capacity of women

to confidently contribute to their oversight and law-making role in the legislative process, in Madagascar. In addition to capacity building programmes EISA produced a review of gender inclusion in laws passed since 2014. EISA also worked with parliamentary staff and parliamentary assistants on a range of topics such as drafting and amending laws or bills and the ethics of parliamentary support. In this way EISA contributed to a more holistic approach to strengthening parliament.

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

EISA's annual retreat held in March provided the Institute with the opportunity to assess results of and planning for 2016 programmes within the EISA Strategic Framework. EISA also continued its participation in and partnership with its continental and global partners participating in the Declaration of Principles annual meeting with EISA staff making presentations and playing an active role in the ACE Electoral Knowledge Network where EISA provides ongoing information and updating election information on sub-Saharan Africa. EISA once again held a very successful 10th annual continental symposium entitled "Recent Trends in Constitutional Reforms in Africa: How Do Constitutions Help or Hinder Democracy?", held in November 2015 in Johannesburg, South Africa. The theme of the symposium was topical as it was selected in light of recent occurrences of popular discontent in several countries on the continent , focussing on the capture of constitutional supremacy by political leaders.

2016 will be an eventful year as EISA celebrates its 20th anniversary and hosts the DoP annual meeting. EISA is greatly appreciative of the support and strong relationships it has built over the past 20 years with the donor community and our partners throughout the continent and looks forward to continuing these relationships.

# PROGRAMMES

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

# ELECTIONS AND POLITICAL PROCESSES



**OLUFUNTO AKINDURO**  
*HEAD OF DEPARTMENT*



**CECILE  
BASSOMO**  
*PROGRAMME OFFICER*



**NADIA ZOUBIR**  
*PROGRAMME OFFICER*



**YVETTE ONDINGA**  
*PROJECT COORDINATOR*



**NAPHTALY SEKAMOGENG**  
*ASSISTANT PROGRAMME OFFICER*



**NOXOLO GWALA**  
*INTERN*



**DAVID RUWODO**  
*INTERN*



**PERTUNIA SIKHOSANA**  
*INTERN*

# Elections and Political Processes (EPP)

## OVERVIEW

The Elections and Political Processes (EPP) Department continued to support EISA's contribution to the conduct of transparent and inclusive elections in Africa. Elections were held in 2015 in Comoros, Zambia, Lesotho, Togo, Benin, Sudan, Burundi, Ethiopia, Guinea Conakry, Egypt, Côte d'Ivoire, Tanzania, Burkina Faso, Seychelles and Central African Republic and the department deployed pre-election assessment missions (PAMs) to all except Comoros and Ethiopia. It also coordinated the deployment of EISA election observation missions (EOMs) to the presidential by-election in Zambia and the legislative elections in Lesotho and Egypt. The department's co-ordination of EISA's diversified technical support to all EOMs deployed by the African Union (AU), the East African Community (EAC) and the Southern African Development Community (SADC) was a further contribution in this regard.

EISA's status as the leader in the field of elections on the continent was further recognised through its first partnership activity with the Economic Community of West African States (ECOWAS) – supporting its long-term observers deployed in Burkina Faso. The EPP department also continued to contribute to knowledge production through the implementation of the Electoral Integrity in Africa Project and its contribution to the ACE Electoral Knowledge Network.

## ACHIEVEMENTS

- **Electoral processes assessed and documented**

The EPP department co-ordinated the deployment of ten PAMs and three EISA EOMs. The EOMs contributed to peer learning and dissemination of international good practices by providing opportunities for exchanges among its observers, who were drawn from civil society organisations and election management bodies across the continent. It also drew up a set of recommendations aimed at enhancing the electoral process through reforms.

During the period under review the department contributed to further development and refinement of EISA's election observation methodology. In this regard, the EPP team worked with the information technology (IT) team to finalise the development of EISA's election data management system called '*popola*' (a Zulu word meaning 'to examine'). The system, which was piloted in four elections held in the final quarter of the year, has further strengthened EISA's election observation methodology by providing a platform for the timely creation of observer checklists, data collection and analysis for more factual reporting. The system has also proved to be user-friendly and cost-effective as all EISA EOM staff are able to collate data and are not entirely reliant on IT consultants.

- **Pre-election Assessment (PAM) and Needs Assessment Missions (NAM) deployed**

In line with its election assessment methodology, EISA deployed PAMs ahead of the elections in Burundi, Sudan, Guinea Conakry, Egypt, Uganda, Burkina Faso, Côte d'Ivoire, Seychelles, Central African Republic and Niger. These missions assessed the pre-election context, thus contributing to highlighting important issues that might have had an impact on the conduct and outcome of the elections.

The deployment of the PAMs also enabled EISA to provide context-specific expert support to partners such as the AU and the regional economic communities (RECs). Needs Assessment Missions (NAMs) were deployed to six countries, namely, Burkina Faso, Benin, Togo, Chad, Congo-Brazzaville and Tanzania, to conduct a needs analysis of the electoral landscape in order to identify potential opportunities for future EISA interventions.

- **Election Observation Missions deployed**

#### **EISA EOM to Zambia**



*L-R: JUSTICE IRENE MAMBILIMA, CHAIRPERSON OF THE ECZ; HIS EXCELLENCY HON CASSAM UTEEM, EISA MISSION LEADER AND MR CHOMBA CHELLA, DEPUTY DIRECTOR OF ELECTIONS AT THE ECZ, DURING THE VISIT OF THE EISA EOM LEADERSHIP TO THE ECZ,*

The EISA EOM to the presidential by-election in Zambia held on 20 January 2015 was the fourth in a series of EISA EOMs to Zambia since the 2006 tripartite elections. The short-term EOM was led by His Excellency, Honourable Cassam Uteem, former president of Mauritius. It comprised 14 observers who were deployed in teams to five provinces.



In its preliminary statement the mission made several recommendations, among them the need to introduce the joint election of the president and vice-president as running mates on a single ticket; a revision of the electoral system to introduce a requirement that the president be elected by an absolute majority; an extension of the period between the announcement of results and the presidential inauguration to allow for the resolution of electoral complaints and appeals before the inauguration. See <https://www.eisa.org.za/pdf/zam2015eom4.pdf>

The key outcome of the deployment of this mission was the legal and constitutional reforms initiated after the elections that led to the implementation of these recommendations.

- **EISA EOM to Lesotho**

The EISA EOM deployed to the parliamentary elections held on 28 February 2015 in Lesotho was the third since the 1998 National Assembly elections. The EOM, which comprised 18 short-term observers, was led by Advocate Pansy Tlakula, Commissioner of the African Commission on Human and People's Rights (ACHPR) and former chairperson of the Independent Electoral Commission (IEC) of South Africa.

The EISA EOM noted that the factors that fuelled the political crisis that necessitated the snap elections needed to be adequately addressed through political dialogue and constitutional reforms and made a series of recommendations. While the recommendations are yet to be implemented, it is important to note that political dialogue facilitated by SADC has continued in the country. The case of Lesotho highlights the importance of a holistic approach to democratic governance because the crisis in the country requires political reforms that extend beyond elections.

- **EISA EOM to Egypt**



*L-R: MR. NAPHTALY SEKAMOGENG, EISA MISSION COORDINATOR, MS. SA'ADATU BOWSAN, EISA LTO COORDINATOR, MR. DENIS KADIMA, EISA EXECUTIVE DIRECTOR, HIS EXCELLENCY HON. CASSAM UTEEM, EISA MISSION LEADER AND MS. AMIRA MAHMOUD MOHAMMED, EISA MISSION TRANSLATOR AT THE PRESS CONFERENCE FOR THE RELEASE OF THE EISA EOM PRELIMINARY STATEMENT ON THE 2015 EGYPTIAN PARLIAMENTARY ELECTIONS.*

The deployment of the EISA EOM to the 2015 parliamentary elections in Egypt was the sixth election assessment initiative in the country since the 2011-2012 parliamentary elections. The 2015 EOM comprised ten long-term observers and 24 short-term observers drawn from civil society organisations and election management bodies from 17 African countries. The elections were staggered over eight weeks from October to December 2015. During the first

phase of the elections the EISA EOM was led by Sheikh Abdul Karimo Sau, Chairperson of National Electoral Commission of Mozambique, and in the second phase by His Excellency, Honourable Cassam Uteem, former president of the Republic of Mauritius.

In its preliminary statement the EISA EOM noted that the elections took place in the context of the growing threat of terrorism throughout the Middle East and the North African region. The elections were marked by low voter turnout and the EISA EOM therefore called on the government together with the Higher Election Committee (HEC) and other national electoral stakeholders to reflect on, analyse and address the underlying causes of the low turnout as a higher turnout would go a long way towards ensuring the legitimacy of the electoral outcome and those of future elections.

The deployment of EISA EOMs in Egypt over a six-year period has enabled EISA to follow the transition process in the country and document the trends.

## CONTINENTAL AND REGIONAL ECONOMIC COMMUNITIES SUPPORTED

- **African Union**

Within the framework of its memorandum of understanding with the African Union Commission EISA continued to provide technical support to the Democracy and Electoral Assistance Unit (DEAU). Its technical support to the unit included building the capacity of observers and contributing to further development of AU observation methodology. With regard to methodology development, EISA provided support for the production of observer reference materials and the EISA technical support teams were deployed to Benin, Burkina Faso, Central African Republic, Comoros, Côte d'Ivoire, Ethiopia, Egypt, Guinea Conakry, Lesotho, Nigeria, Seychelles, Sudan, Tanzania, Togo, and Zambia.

As part of its contribution to sustaining the AU's long-term observation methodology and capacity development EISA co-facilitated the first AU training of trainers for its long-term observers and experts. The training was held from 20 to 28 April 2015 in Addis Ababa and was attended by seven trainee lead trainers and 18 trainee long-term observers.

The use of handheld smart tablets by AUEOMs was piloted successfully in 2014 and the pilot phase was extended throughout 2015. Six AUEOMS used these tablets during the course of the year as part of the extended pilot phase. The use of tablets in Nigeria, for example, enabled the AUEOM to release its preliminary statement within 24 hours of the close of polling. In the last quarter of the year the EISA *popola system* was introduced for four AUEOMs.

EISA further contributed to methodology development through the publication of the AU Observer Manual in French and Portuguese. At the request of the DEAU, EISA also supported the production of standard observer briefing packs for AUEOMs in English, French and Portuguese. These packs will contribute to increased professionalism and the standardisation

of AU election assessment practices, demonstrating EISA's capacity to respond to the DEAU's needs in a timely manner.

- **SADC**

EISA continued to support SADC in the area of election observation during the reporting year. This support included training and briefing 188 SADC observers deployed to the elections in Lesotho, Tanzania and Seychelles. The training prepared observers for their tasks in the field. The institute also supported the SADC Secretariat in the review of its observation methodology and EOM management and contributed to the review of the SADC Principles and Guidelines. Specifically, EISA was contracted to revise the SADC staff procedural manual on EOMs, which is yet to be finalised. EISA also participated in the review of the draft SADC Principles and Guidelines Governing Democratic Elections. The draft guidelines were submitted to and adopted by the SADC Ministerial Committee of the SADC Organ on Politics, Defence and Security Cooperation on 20 July 2015.

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

While EISA does not have a formal agreement with ECOWAS, the importance of the institute's work has been recognised in the course of its continued interaction with the REC in the field. EISA was invited to participate in the ECOWAS Network of Electoral Commissions (ECONEC) annual meeting and the ECOWAS Long Term Observer (LTO) methodology review workshop held from 22 to 24 July 2015 in Cape Verde.

The objective was to assess recent electoral processes in West Africa (Nigeria, Benin and Togo) and to evaluate ECOWAS's assistance to member states preparing for elections (Côte d'Ivoire, Guinea, Burkina Faso). The meeting also evaluated ECOWAS's long-term observation strategy, which was adopted in Bissau in 2013. EISA contributed to crafting the LTO methodology and also had an opportunity to introduce ECOWAS to its support programme for RECs and the AU. The ECOWAS Electoral Assistance Division requested EISA to facilitate a briefing programme for ECOWAS LTOs deployed to the transition elections in Burkina Faso from 17 to 19 November 2015 in Ouagadougou. This briefing was the first of its kind for ECOWAS and through it EISA contributed to professionalising ECOWAS' election assessment by preparing its LTOs for field work. The briefing also gave the ECOWAS Electoral Division an opportunity to re-evaluate its conventions on election observation as well as to revisit its understanding and practice of long-term observation.

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

EISA's technical teams provided advisory services to the COMESA EOM co-ordination teams and the mission leadership. The teams also facilitated the briefing and orientation of observers and supported the drafting of key EOM statements and reports during the COMESA EOMs to Zambia and Egypt.

- **The East African Community (EAC)**

During the period under review EISA supported the EAC EOMs in Burundi and Tanzania. Under tense political circumstances the institute participated in high-level meetings and in the mediation process between the government of Burundi and opposition political parties.

EISA provided technical assistance to the EAC EOM deployed in Tanzania for the 2015 general election. The mission presented its preliminary findings, conclusions and recommendations at a press conference in Dar es Salaam on 27 October 2015.

## IVORIAN PRESIDENTIAL CANDIDATES SUPPORTED THROUGH COLLABORATIVE EFFORTS OF EISA AND THE INDEPENDENT ELECTORAL COMMISSION OF CÔTE D'IVOIRE

In terms of its partnership agreement with the Independent Electoral Commission of Côte d'Ivoire (IEC-CI), EISA trained 30 lead trainers of presidential candidate poll watchers at a national training session held in Abidjan from 25 to 26 September 2015. Subsequently EISA and the IEC-CI jointly supported the regional cascade training of 437 poll watchers on 3 October 2015. Through the cascade training each presidential candidate was afforded an opportunity to create a supplementary pool of 48 poll watchers, including three EISA-trained trainers.

Through its indirect support for candidates in the 2015 presidential election EISA contributed to the transparency of the elections by training a pool of poll watchers to follow the polls on behalf of the 10 presidential candidates. This intervention also created a platform for engagement and dialogue among representatives of candidates from different political backgrounds in a context characterised by mistrust among political actors.

## EXPERTISE AND KNOWLEDGE

### ACE ELECTORAL KNOWLEDGE NETWORK

EISA's contribution to the network continued during the year under review with updates on elections and related topics uploaded and shared on the ACE platform. EISA's role in the network enables it to maintain its relevance and cutting edge in the field of elections on the continent. EISA's role and relevance in the ACE partnership was recognised by the signing of a new partnership memorandum of understanding (MoU) in December 2015. In terms of the new MoU EISA's role and mandate has expanded to cover the entire continent and not only the SADC region.

### THE ELECTORAL INTEGRITY IN AFRICA PROJECT (EIAP)

The main output of the EIAP, which was launched in April 2015, is the publication of a compendium of seven case studies. An Electoral Integrity Scorecard developed as an assessment tool for election observation missions is still in its pilot phase. The tool was validated at a workshop attended by RECs and other election assessment institutions and held in Johannesburg on 23 September 2015. The workshop provided an opportunity to

create awareness among stakeholders of key factors that have an impact on the integrity of elections across the continent and offered an assessment of EOM methodology and approach to assessing electoral integrity.

## OTHER ACTIVITIES

Staff of the EPP Department, individually or alongside other EISA staff, engaged in ad hoc activities, including the following:

- The Head of EPP participated in a joint post-election review meeting co-hosted by the European Union and The Carter Center in Maputo on 19 February 2015, making a joint presentation with the EISA Mozambique Country Director of the EISA EOM recommendations on the 2014 elections in Mozambique.
- The Head of EPP, on 5-7 May 2015, joined the EISA delegation to the EU seminar on 'Elections and Conflict' and a preparatory meeting for the annual Declaration of Principles for election observation (DOP) meeting in Brussels. The background paper for the seminar drew largely on EISA's publication *When Elephants Fight*.
- The Head of EPP attended a Sida workshop on anti-corruption held on 12-13 May 2015 in Pretoria, South Africa, as a discussant for the paper commissioned by Sida on party and campaign finance as an anti-corruption issue, providing input into the Sida strategy on anti-corruption in Africa.
- The Head of EPP also gave a presentation at the Electoral Integrity Conference held in Cape Town on 22-24 June 2015 on a Nigerian case study revealing emerging trends in electoral fraud and manipulation.
- The EPP Senior Programme Officer and the EISA Director of Programmes facilitated a regional training workshop in civic education on elections and governance for African youth leaders convened by the Mandela Institute for Development Studies (MINDS) in June 2015 in Abidjan, Côte d'Ivoire. EISA, in consultation with MINDS was commissioned to develop the material.
- EISA jointly hosted the EMB-Observer dialogue on 'Enhancing Electoral Integrity' with the National Democratic Institute (NDI), the Independent Electoral Commission of South Africa (IEC), the Association of World Election Bodies (AWEB) and the Global Network for Domestic Election Monitors (GNDEM). The dialogue, held on 10-11 June 2015 at the Sunnyside Park Hotel, Johannesburg, South Africa, was aimed at strengthening the relationship between EMBs and CSOs in order to enhance electoral integrity.
- EISA was granted observer status at the General Assembly of the Association of African Electoral Authorities (AAEA) convened by the African Union Commission in Accra, Ghana, on 23 July 2015. The invitation attests to the recognition of the role played by EISA in promoting credible elections on the continent.

## PREVIEW OF PLANS FOR 2016

- Deploy EISA Pre-election Assessment Missions to Comoros, Benin, Congo-Brazzaville, Cape Verde, Chad and Djibouti.
- Deploy EISA Technical Support Teams to AUEOMs to be deployed in Central African Republic, Uganda, Comoros, Niger, Benin, Cape Verde, Zanzibar, Djibouti, Chad, and Seychelles.
- Deploy EISA EOMs to Uganda, Zambia and South Africa.
- Support the EAC EOM to Uganda and Zanzibar.
- Support the COMESA EOM to Uganda and Zanzibar.
- Support ECOWAS LTO Missions to Cape Verde and Ghana.
- Support the political party capacity-strengthening programme of the IEC of Côte d'Ivoire ahead of legislative elections scheduled for December 2016.
- Publication of the Electoral integrity in Africa Project compendium of case studies and advocacy visits to the AU and RECs on the recommendations from the research.
- Continued support to RECs: EAC, ECOWAS and SADC.
- Finalise the development of the EISA *popola* data management platform.

# BALLOTING AND ELECTORAL SERVICES (BES)



**ILONA TIP**  
*OPERATIONS DIRECTOR*



**NTOKOZO NGIDI**  
*PROJECTS COORDINATOR*



**RIANA HENLEY**  
*PROGRAMME ASSISTANT*

# BALLOTING AND ELECTORAL SERVICES (BES)

## OVERVIEW:

In the past year there have been important milestones in the BES unit's provision of balloting and electoral services. While in 2014 BES highlighted the development and showcasing of its electoral technologies, in 2015 it applied these technologies successfully in the elections it conducted. The diversification of technologies contributed to strengthening EISA's position as a leader in the management of non-statutory elections and also increased its reach with regard to the contracts it secured.

## ACHIEVEMENTS

During this review period EISA conducted elections for the following organisations and institutions:

### PROFESSIONAL COUNCIL

BES was contracted by the Engineering Council of South Africa (ECSA) to administer the online nomination of candidates whose names were to be submitted to the Minister of Trade and Industry for appointment to the council. EISA not only administered the nomination process, it designed and developed an interactive online nomination platform that enabled ECSA members to nominate and be nominated, upload documents, and so on.

### PENSION/PROVIDENT FUND BOARD OF TRUSTEES

BES conducted four pension and provident fund elections. It used its online voting system for the first time in conducting the Standard Bank Group Retirement Fund Board of Trustees election and employed its full voting suite for the Eskom Pension and Provident Fund Board of Trustees election, incorporating paper-based ballots, SMS, online and e-balloting (kiosks) voting methods. This has set a benchmark for the type of elections BES can offer its clients. BES also conducted elections for:

### MASAKHANE PENSION AND PROVIDENT FUND

Ten Member Elected Trustees were elected to the fund's board over the eight months from November 2014 to June 2015. The election was conducted at four shaft points of the mine in Rustenburg for about 11 000 voters.





*EISA ELECTORAL STAFF COUNTING VOTES DURING THE MASAKHANE PROVIDENT FUND ELECTION, 11 JUNE 2015, AT LONMIN, RUSTENBURG*



*ONSITE CANDIDATE VETTING DURING THE MASAKHANE PROVIDENT FUND ELECTION*



*EISA SETTING UP FOR THE ONSITE NOMINATIONS DURING THE MASAKHANE PROVIDENT FUND ELECTION*

## MEDICAL AID BOARD OF TRUSTEES

During the review period two medical aid elections were conducted:

### SAMWUMED

The election took place at SAMWUMED's elective Annual General Meeting, which was held on 26 June 2015 in Cape Town and was finalised on 25 August 2015 in Durban. The election was for 10 Member Elected Trustees to the scheme's board.

### TRANSMED

The election took place from November 2014 to September 2016. A total of 44 000 members of the scheme voted for four Member Elected Trustees to the scheme's board. The election was conducted via the South Africa Postal Service.

## POLITICAL PARTY OFFICE BEARERS

BES conducted elections for the following political parties:

### PAN AFRICANIST CONGRESS OF AZANIA

The election of seven national office bearers and 18 additional members took place at the party's national congress on 4 July 2015 in Bloemfontein, Free State, with 500 voting delegates participating.

### UNITED DEMOCRATIC MOVEMENT

The election of 10 national officer bearers took place at the party's national congress from 11 to 14 December 2015 in Bloemfontein, Free State. A total of 1 116 delegates participated.



*EISA ELECTORAL STAFF DURING THE UDM NATIONAL CONGRESS, 13 DECEMBER 2015, BLOEMFONTEIN*

#### AFRICAN NATIONAL CONGRESS KWAZULU-NATAL

The election of five national office bearers and 30 additional members took place at the party's provincial congress from 6 to 9 November 2015 in Pietermaritzburg, KwaZulu-Natal. A total of 1459 delegates participated.



*EISA PRESIDING OFFICER MR NTKOZO NGIDI ANNOUNCING ELECTION RESULTS AT THE ANC KZN PROVINCIAL CONGRESS, 8 NOVEMBER 2015, PIETERMARITZBURG*

## TRADE UNION OFFICE BEARERS

- **The South African Transport and Allied Workers Union (SATAWU)'s** KwaZulu-Natal Provincial Congress took place on 18 April 2015 in Durban, KwaZulu-Natal, attended by 500 delegates who voted for four provincial office bearers.
- **The SATAWU Northern Cape Provincial Congress** election took place on 12 June 2015 in Kimberley, Northern Cape where 300 delegates voted for four provincial office bearers.
- **The Association of Mineworkers and Construction Union** election took place from 5 to 6 July 2015 in Burgersfort, Limpopo, at the union's Limpopo provincial congress where 300 delegates voted for seven regional office bearers.

## OUTPUTS/OUTCOMES

- Efficient service provided to clients;
- BES capacity built; and
- Electoral technology introduced and used.

## PREVIEW OF PLANS FOR 2016

- Market the BES technology suit; and
- Conduct provident fund, boards of trustee elections and group retirement fund elections incorporating a biometric system into the BES suite of election technology.

# POLITICAL PARTIES AND PARLIAMENTARY SUPPORT



**EBRAHIM FAKIR**  
*MANAGER*



**WASEEM HOLLAND**  
*PROGRAMME ASSISTANT*

# Political Parties and Parliamentary Support

## OVERVIEW

2015 was a challenging year to work in the political party environment. Significant political changes took place in South Africa and Botswana, while Lesotho underwent a period of protracted instability. In spite of the challenges much of EISA's programme work continued apace. EISA was able to strengthen existing partnerships with electoral commissions and political parties as well as expand its network of co-operation amongst other civil society actors for pioneering materials development, training and capacity building as well as in public debate through publications and public events. The success of EISA's work in these areas has attracted further support and allowed it to expand its work into other countries in the region, notably Swaziland.

Although Lesotho held a successful election in 2014 the coalition government had broken down and high-level SADC regional facilitation was needed in order to restore peace and a degree of stability in the country. SADC regional facilitation culminated in the conduct of a fresh election in Lesotho at the end of February 2015. Unfortunately, by July 2015, in spite of successful elections whose outcomes had been accepted just five months earlier, renewed political tensions emerged, resulting in the former prime minister, now opposition leader, fleeing the country. Institutional fluidity and change were also evident in two other countries involved in the programme.

In South Africa and Botswana after the conduct of successful elections in 2014 new political configurations of representation emerged. Seemingly stable institutional contexts in both countries resulted in two contradictory impulses emerging in 2015. While there seems to be consolidation amongst opposition parties in Botswana the opposition in South Africa appears to have become more fragmented. Institutionally, this has resulted in the political arena becoming more conflictual rather than consensus-seeking. In 2015 the main opposition party, the Democratic Alliance (DA), elected a new national leadership and there have been some shifts in the political sphere in which parties operate. The 'Fees Must Fall' student movement that has swept across South Africa is a notable phenomenon, while independent institutions established to promote accountability appear to be contradictorily configured and working at cross-purposes.

Two projects formed the primary components of this programme. Both have cross-cutting objectives and themes – focusing on strengthening open and democratic political party systems within robust systems of democratic governance. EISA also maintains, through its two programmes, a focus on strengthening political parties as organisations.

The Open Society Initiative of Southern Africa (OSISA) contributes to EISA's capacity-building support for party organisations and leadership in Swaziland. The 'Supporting Open and Democratic Political Systems and Political Party Capacity in the SADC region 2013-2016' project was funded by the Embassy of Finland in Pretoria's Local Co-Operation Fund and was implemented in Botswana, Lesotho and South Africa, building significantly upon the momentum established in 2014.

## ACHIEVEMENTS

### MATERIALS DEVELOPED

- **Understanding elections in Lesotho**

In preparation for the Lesotho elections, held on 28 February 2015, EISA, together with the Lesotho Independent Electoral Commission, prepared a comprehensive set of materials for political party agents on their role and functions, as well as on understanding the Lesotho electoral laws, processes and systems. The manuals were printed in both English and Sesotho.

- **Linking policy and identity to outreach and accountability**

To improve the functionality of political parties as organisations within an open and democratic political party system as well as within institutions of democratic governance, EISA developed materials on 'Linking Policy and Identity to Outreach and Accountability', which focused on the following areas: policy, outreach, governance, oversight and the link between oversight and accountability. These materials were developed with two purposes in mind: to give political parties in Swaziland a broad exposure to the key normative principles of an open and democratic political party system and to provide some guidelines for effective organisational development for the parties themselves.

The materials were also used to conduct diagnostic dialogues in Botswana, Lesotho and South Africa in order to identify challenges to effective democratic governance and weaknesses in the political party system. The content was designed with a view to maximising the operations of political parties within a democratic governance system as well as with a view to future reform and political party organisational development and functionality in each of the four countries.

- **Understanding gender and gender-sensitive budgeting**

EISA, which pioneered materials on 'Understanding the Youth And Youth Sensitive Budgeting', entered into a partnership with the Studies in Poverty and Inequality Institute in preparation for a series of training workshops on 'Understanding Gender and Gender budgeting'. This partnership allowed for knowledge-sharing and exposure and enabled EISA to develop

materials that promote an understanding of gender, explore the different definitions and understandings of gender in different spheres of public life and identify the nature of women's changing priorities as they progress through various stages of life. The materials also explore the use of a budget as an instrument of governance and introduce the concept of budget analysis and budget prioritisation in favour of expenditure areas that have a high impact on women.

## TRAINING AND CAPACITY-BUILDING

During the period under review eight workshops were hosted, two for parties in South Africa, two for parties in Botswana, three for Lesotho and one for Swaziland.

In total the project has trained 144 participants: 38 from South Africa, 31 from Botswana, 30 from Swaziland and 45 from Lesotho. More than 55 participants were below the age of 35 and more than 80 were women.

- **Poll-watching training, Maseru, 19 February 2015**

EISA conducted a one-day training session for political party agents in Lesotho on poll-watching and contributed to strengthening the skills of political party poll watching agents in carrying out their responsibilities more effectively and with a greater understanding of their role and function and of the electoral process. Four women and four men participated.

- **Understanding Youth and Youth Sensitive Budgeting, Gaborone, 23-25 May 2015**

This workshop was attended by 16 participants, representing a cross section of five of the main political parties in Botswana. Amongst the participants were three elected councillors, two MPs and a good representation of young people, with nine participants under the age of 35. Three of the participants were women.

- **Understanding the Youth and Youth Sensitive Budgeting, Maseru, 26-28 May 2015**

This workshop attracted 22 participants from six political parties represented in the Lesotho Parliament. There was a significant representation of women, particularly young women, with 11 attending and 20 participants below 35 years of age representing youth.

- **Understanding the Youth and Youth Sensitive Budgeting workshop, Durban, 4-6 August 2015**

Twenty-seven participants from five political parties represented in the KwaZulu-Natal region of South Africa attended this workshop. Ten of the participants were women and 19 were below the age of 35. The workshop attracted the participation of a member of Parliament, two members of the KZN Provincial Parliament and elected local councillors, as well as significant numbers of elected youth leaders as well as high-level members of the provincial leadership of the different political parties.



- **Swaziland Political Party Workshop on ‘Linking Policy and Identity to Outreach and Accountability’, Johannesburg, 18-20 August 2015**

The workshop facilitated the participation of 24 participants from six different political parties in Swaziland. While it was aimed primarily at exposing reform-minded parties and activists to the normative principles underlying democratic political systems, the workshop also facilitated dialogue amongst the parties and activists.

- **Understanding Youth and Youth Sensitive Budgeting workshop, Bloemfontein, 8-10 September 2015**

The second training workshop with political parties from Lesotho on this topic had to be moved to Bloemfontein, South Africa, because of the political tension, conflict and uncertainty in Lesotho at the time. Hosting this activity outside Lesotho minimised disruption to the training programme and allowed the space for parties to engage with each other, both on aspects of the training programme and on more general political issues, with the aim of gradually reducing tension and fostering cooperation. Representatives of six of Lesotho’s main political parties attended, eight of them women and nine younger than 35.

- **Understanding the Youth and Youth Sensitive Budgeting workshop, Francistown, Botswana, 6-7 October 2015)**

The workshop was attended by 15 participants from five of the main political parties in Botswana, six women and nine delegates under the age of 35.

- **Dialogue on political parties in effective democratic governance systems, 21-22 October 2015**

The workshop was attended by 11 participants from six political parties, four of whom were women and four below the age of 35.

## OTHER ACTIVITIES

EISA continued its excellent relationships with partners in the media, the academy and in civil society. The following activities related to EISA programme areas took place in 2015:

- On 3 March 2015 Ebrahim Fakir facilitated the South African Independent Electoral Commission’s ‘Seminar on Conditions for Free and Fair Elections in South Africa’ and on 4 March 2015 facilitated for the IEC a meeting of the leaders of political parties on the National Multiparty Liaison Committee
- From 22-24 June 2015 Ebrahim Fakir gave a presentation on ‘Ballot fraud and party agents’ to the Electoral Integrity Conference 2015 on Detecting and Deterring Electoral Fraud and Malpractice in Africa: The Role of Political Parties, hosted by the Hans Seidel Foundation

The following articles were published in the popular media and in academic journals in 2015:

- Ivor Sarakinsky and Ebrahim Fakir, 'A Brief History of Factionalism and New Party Formation and Decline in South Africa', *Journal of African Elections*, Vol 14.1 p 60.
- Ebrahim Fakir, 'Quest for genie in a bottle – The ANC's January 8 Statement', *Sunday Tribune*, 4 January.
- Ebrahim Fakir, 'The dangers of informal governance', *Daily Vox*, 12 February. Available at: [www.thedailyvox.co.za/ray-mccauley-and-the-dangers-of-informal-governance/](http://www.thedailyvox.co.za/ray-mccauley-and-the-dangers-of-informal-governance/)
- Ebrahim Fakir (with Brad Cibane), 'In defence of Zuma's right to hold office', *Daily Maverick*, 27 February. Available at: [www.dailymaverick.co.za/opinionista/2015-02-27-in-defence-of-zumas-right-to-hold-office/#.VR1SmOFRJJJ](http://www.dailymaverick.co.za/opinionista/2015-02-27-in-defence-of-zumas-right-to-hold-office/#.VR1SmOFRJJJ)
- Ebrahim Fakir, 'Can the Centre Hold: Politics and the Difficulties of Social Dialogue', Independent Newspapers Special Supplement, *Independent World of Work*, April.
- Ebrahim Fakir, 'Forget economic freedom. Focus on jobs', *Daily Vox*, 16 June. Available at: [www.thedailyvox.co.za/may-day-may-day-save-us-from-economic-freedom-and-give-us-jobs/](http://www.thedailyvox.co.za/may-day-may-day-save-us-from-economic-freedom-and-give-us-jobs/)
- Ebrahim Fakir and Tom Lodge, *Political Parties in Africa*, Jacana Media.

## PREVIEW OF PLANS FOR 2016

- Capacity-building activities with political parties in Botswana, South Africa and Lesotho.
- Dialogue on Political Party Benchmarks with political parties from Lesotho and South Africa.
- Conducting training workshops for political parties on monitoring and evaluation tools to enhance oversight and accountability, as well as gender-sensitive budgeting in Botswana, Lesotho and South Africa.
- ETDP-SETA research and report on skills gaps and critical skills development in the political parties sub-sector
- Development and publication of election updates for the 2016 South African local government elections.

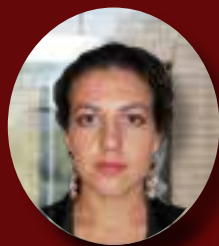
# AFRICAN PEER REVIEW MECHANISM SUPPORT



**GRANT MASTERSON**  
*PROGRAMME MANAGER*



**LEAH MAINA**  
*PROGRAMME OFFICER  
(JANUARY TO JULY TO JUNE)*



**MELANIE MEIROTTI**  
*PROGRAMME ASSISTANT (JANUARY TO JUNE),  
PROGRAMME OFFICER (JULY TO DECEMBER)*

# African Peer Review Mechanism Support

## OVERVIEW

This reporting period was the final year of a three-year programme managed by the African Peer Review Mechanism (APRM) Support Programme at EISA, supported by the Swiss Agency for Development and Cooperation (SDC).

It was a busy year, which included validation workshops in five countries; the publication of five occasional papers; paper launches in three countries; an APRM sub-regional conference in Gaborone, Botswana, and a pre-APRM civil summit meeting for civil society in Nairobi, Kenya.

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, the joint AU-EU Partnership and Agenda 2063.

## ACHIEVEMENTS

The EISA APRM programme focused its 2015 activities on the dissemination of APRM material and on building the capacity of key stakeholder groups in the target countries.

- Validation and dissemination conferences convened

The EISA APRM team disseminated the remaining five research country baseline studies conducted in 2013-2014 in Ethiopia, Kenya, Mauritius, Mozambique and Zambia (validation workshops were held in Uganda and Tanzania in 2014).

Country	Date	Female participants	Male participants	Total
Ethiopia	January 2015	7	14	21
Mozambique	March 2015	13	27	40
Kenya	March 2015	47	49	96
Mauritius	May 2015	28	47	75
Zambia	June 2015	26	37	63

These validation conferences enabled non-state actors to reflect on the findings of the research, compare differences in attitudes among the seven countries and identify unique and unusual opinions specific to their own country.

- **APRM working committees established**  
Following each country validation workshop EISA organised a smaller ‘working committee’ meeting comprised of volunteer organisations. These organisations worked together, with EISA support, to develop specific roadmaps for future civil society mobilisation and engagement by civil society in the APRM.
- **Occasional papers and paper launches**  
The APRM Programme published five occasional papers based on key cross-cutting issues found in the APRM country review reports. The occasional papers were launched in South Africa (extractives and mining and youth), Zambia (mining and extractives and land) and Kenya (overview of all the papers and a panel of discussants from civil society). The paper launch in Johannesburg included the reflections of Ms Brigitte Mabandla, in her capacity as a member of the APR Panel of Eminent Persons.

In Kenya more than 100 people attended the local launch of the paper and in Zambia the discussions following that country’s launch meeting generated significant attention to the issue of land ownership issues in and around Lusaka.

The papers published in the series in 2015 include:

- L van Dongen, ‘ “An asset different from all others”: Treatment of land issues in the African Peer Review Mechanism’.
- R Alence, ‘Mining for meaning: What the APRM Says (and Doesn’t Say) about Africa’s Extractive Industries’.
- J de Matos Ala, ‘The effectiveness of the African Peer Review Mechanism in facilitating gender equality among member countries’.
- M Small, Calling a Spade a Spade? Democracy, Good Governance and Electoral Conflict in APRM Reporting.
- M Meirotti, ‘Africa’s Untapped Resource: Analysing Youth in the APRM’.

The publications are available on the EISA website: <https://eisa.org.za/index.php/publications-governance-and-development-2/>

- APRM SADC Regional Conference hosted

The EISA APRM Programme together with its partner organisation, the South African Institute of International Affairs (SAIIA), co-hosted a regional conference aimed at engaging civil society stakeholders in the Southern African region specifically, and African civil society more generally.

The conference focused on the role of regional economic communities in advancing good governance and accountability and strengthening the APRM. This was the first time official APRM institutions had actively partnered with African civil society organisations (CSOs) in the preparation of a joint-APRM-CSO conference and the timing of the event as well as the more than 125 participant contributions during the proceedings, contributed directly to efforts later in the year by all stakeholders to rejuvenate enthusiasm about the APRM.

- Kenya pre-summit civil society meeting

The EISA team scheduled civil-society-focused events around the September 2015 APRM Extraordinary Summit. The summit was cancelled at the last minute but EISA continued with its events, tailoring the programme to suit the context and briefing members of the Kenyan media and bloggers.

The events aimed to contextualise the APRM Summit and its untimely cancellation in the broader history of the mechanism and its overarching objectives. The events culminated in the launch of a Civil Society Communiqué outlining areas where the APRM should be strengthened in order to meet its objectives.

- APRM study tour facilitated

EISA invited members of APRM working committees from Mauritius, Tanzania, and Kenya on a study tour to Zambia. The group shared lessons learned from best and worst practices in each state. The knowledge gained by participants was taken back to their working committees in order to facilitate the capacitation of the working groups (and civil society more broadly) in the respective countries.

## OUTPUTS/OUTCOMES

- The validation workshops hosted by EISA allowed civil society organisations the space to engage with each other and EISA on key research findings. In three of the five countries working committees were established to coordinate the mobilisation of civil society around the APRM.
- The thematic focus of EISA's APRM occasional papers has made information in the reports more accessible to civil society and has generated increased interest and debate. Those who attended the launches expressed appreciation for being given a clearer understanding of APRM-related issues.
- EISA's support improved the quality of engagement between civil society and the APRM Secretariat.

- The cancellation of the summit in Kenya, and the subsequent events held by EISA, generated considerable coverage on major television channels and radio stations as well as in the press, which helped stimulate awareness of the APRM.
- Kenyan youth have established an APRM Youth Group for Kenya with the objective of stimulating conversation about the APRM within civil society and acting as an organised group to put pressure on the Kenyan government to take action in relation to the APRM.
- The knowledge gained through the interaction of working committee members from various partner countries was taken back to their respective committees, creating a wider dissemination of knowledge and ultimately more meaningful engagement in the APRM processes.

## PREVIEW OF PLANS FOR 2016

The year ahead will be crucial for the future of the APRM as it needs to prove its relevance to African governance and within AU structures, renew political commitment to the APRM and develop sustainable funding.

Plans for the year ahead include:

- A continental conference in Nairobi, Kenya, examining how civil society can be better included in the APRM processes.
- APRM civil society support meetings in five of the seven APRM partner countries where working committees were successfully established.
- Completion of the survey research book project.
- Publication of five additional APRM occasional papers.

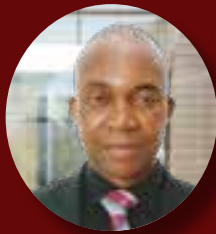




# FIELD OFFICES

- CENTRAL AFRICAN REPUBLIC (CAR)
- DEMOCRATIC REPUBLIC OF CONGO (DRC)
- GABON
- KENYA
- MADAGASCAR
- MALI
- MOZAMBIQUE
- SOMALIA

# CENTRAL AFRICAN REPUBLIC (CAR)



**FLORENT KABONGO**  
*COUNTRY DIRECTOR*



**CHRISTIAN BAÏDESSOU**  
*ELECTION EXPERT*



**PONTSHO MOTAUNG**  
*FINANCE MANAGER*



**CÉSAIRE RICHARD KPEOU**  
*PROGRAMME OFFICER*



**MARC HENRI MPENGA**  
*FINANCE AND ADMINISTRATION  
OFFICER*

# Field office report: Central African Republic

## OVERVIEW

During this period the EISA Central African Republic (CAR) 'Strengthening the role of civil society in the process of transition and crisis in the Central African Republic' programme implemented a number of activities in support of the constitutional referendum and the presidential and parliamentary elections. The project is supported by the European Union.

After several postponements, the referendum took place on 13 December 2015 and the presidential and parliamentary elections on 30 December. The original intention had been to hold the referendum on 4 October, the first round of presidential and legislative elections on 18 October and the second on 22 November.

The causes of the delay were insecurity throughout the country, logistical problems and a delay in the registration of voters. The election process had repeatedly been threatened by violence between Muslims and Christians.

Despite these challenges, the elections were conducted throughout the country without major incidents, with EISA providing support and expertise to a range of stakeholders.

## ACHIEVEMENTS

- **CSO network established**

In June 2015 EISA conducted a series of consultations with civil society organisations to identify areas of support, explore synergies and agree on a common approach to participating in the electoral process. With EISA's support a network of 15 CSOs was established. The network, undertook voter sensitisation and election observation interventions. It was named Réseau Arc-en-ciel (Rainbow Network) and included a co-ordination team, a team of electoral analysts and a media-monitoring team.

The media-monitoring team, which was responsible for analysing news coverage of the electoral process, covered audio-visual media, print media, online media and social networks. This was the first time that a CSO network had been established in the CAR and the first time CSOs participated actively in the electoral process and were recognised for their professionalism and impartiality.



THIS BANNER IS INDICATING THAT "RÉSEAU ARC-EN-CIEL" IS A GROUP OF CHRISTIANS AND MUSLIMS.

- **Training materials developed and trainers trained**

With EISA's support the project team developed two manuals and some training materials, including a voter's guide, a voter education sensitisation guide and a facilitator's skills guide. To enable CSOs to build their training capacity, 78 voter sensitisers, including 26 women, were trained from 16 July to 13 August in course content and facilitations skills and were deployed to various parts of the country, including internal displacement areas, to ensure maximum outreach.



- **Voter registration and election sensitisation training**

To ensure that an effective sensitisation programme was conducted the network used a number of approaches, including mass sensitisation, during which potential voters were brought together at an event or meeting; door-to-door sensitisation, particularly in rural areas and in internal displacement areas, and the broadcasting of a specially written song conceived and produced by local artists. The song, which was an effective way of reaching large numbers

of potential voters, was aired from August 2015 on national radio programmes Radio Ndeke Luka and Radio Notre Dame. It was also used by the Electoral Commission (ANE) as support for an information film on its data processing centre. Radio Ndeke Luka forwarded it to several partner community radio stations. Messages were broadcast in French and Sango.

Voter sensitisation campaigns were conducted in various regions across the country, including Bangui, Ombella-M'Poko, Mambéré-Kadéï, Nana-Mambéré, Sangha-Mbaéré, Ouham-Pendé and Ouham. In addition, sensitisation was conducted in six internal displacement camps in Bangui.

The actions of the Réseau Arc-en-ciel contributed significantly to the successful registration of voters as well as the election turnout on 30 December 2015 and on 14 January 2016.<sup>1</sup>

## ELECTORAL OBSERVERS DEPLOYED

EISA supported the Réseau Arc-en-ciel in recruiting, training and deploying 78 long-term and 1 344 short-term election observers countrywide. The network also provided useful briefings to international observation missions who praised it for its high level of professionalism and strict application of election observation principles. EISA assisted the network to design appropriate training material, training the observers and developing a deployment plan.

### LONG TERM OBSERVERS

The Réseau Arc-en-ciel trained 78 long-term observers (LTOs) in Bangui on 5 December, Berberati on 17 December and in Bozum on 21 December. All the LTOs were deployed immediately after the training and will stay on the ground until the end of the electoral process<sup>2</sup>.



*LONG-TERM OBSERVERS IN BANGUI, DECEMBER 2015*

<sup>1</sup> On 25 January 2016 the Constitutional Court revealed that the number of registered voters was 1 954 433, the highest number ever reached. The figure in 2011 was about 1 500 000. The turnout for the first round of presidential and legislative elections, held on 30 December 2015, was 79%.

<sup>2</sup> They observed the entire electoral process from the registration of voters to the announcement of the final results.



*TRAINING OF LONG-TERM OBSERVERS IN BANGUI, 5 DECEMBER*

#### SHORT-TERM OBSERVERS

1 744 short-term observers (STOs) were trained and deployed on election day. In total, the 'Réseau Arc-en-ciel trained 606 STOs in Bangui and 1 138 in the rest of the country.



*SHORT-TERM OBSERVERS ON ELECTION DAY IN BANGUI, DECEMBER 2015*

Short-term observers were deployed to 13 of the 16 districts in the CAR, namely Nola, Mambere, Boda, M’Baiki, Boali, Yaloke, Bossemptélé, Baoro, Bouar, Baboua, Sibut, Bozoum, Bocaranga Ngaoundaye, Bossangoa, Grimari, Ippy, Alindao, Mobaye, Bangassou Carnot, Berberati, Sosso Nakombo, Gamboula and Damara. This was excellent coverage given the logistical and security challenges.

In the process CSO partners learnt to understand the collection of data, reporting, analysis and management for election observation. Observers also gained experience in data collection using ‘MySQL data base software’, which assisted them to generate statistics immediately.

This was a remarkable achievement and the first time since 2011 that civil society had actively engaged in citizen observation and networking.

## OTHER ACTIVITIES

- EISA was consulted by international non-governmental organisations, including the National Democratic Institute (NDI), the International Republican Institute (IRI) and the International Foundation for Electoral Systems (IFES).
- Attending regular meetings with Director of Elections of the UN Mission in CAR (MINUSCA) and the UNDP Chief Technical Advisor to the electoral processes.
- Attending regular strategic meetings held by the prime minister on the electoral process.
- Courtesy visits to institutions involved in the election process such as the Constitutional Transition Court and the High Communication Board.
- Meetings with a large number of civil society organisations belonging to both Muslim and Christian communities and involved in civic and electoral education. Women and youth were also invited.

## OUTPUTS/OUTCOMES

- Relationships built with stakeholders.
- The professional capacity of civil society to participate in the electoral process through civic and voter education and election observation strengthened

## PREVIEW OF PLANS FOR 2016

- Capacity-building for CSOs in mainstreaming gender, minorities and people with disabilities in national election observation.
- Training to develop an advocacy strategy.

# DEMOCRATIC REPUBLIC OF CONGO (DRC)



**LUCIEN TOULOU**  
*PROCEC TEAM LEADER, EISA DRC  
COUNTRY DIRECTOR*



**AIMÉ KONAN KOUADIO**  
*PROCEC TRAINING/ELECTORAL  
EXPERT*



**ISIDORE BEAU-CLAIR VIEIRA**  
*PROCEC IT EXPERT*



**CLARISSE MIANDA KATUALA**  
*ADMINISTRATION AND FINANCE  
OFFICER*



**MUNDA SIMAMBA BARUTI**  
*PROGRAMME OFFICER*



**GRÂCE DIVINE MAMBA NSELE**  
*PROGRAMME ASSISTANT*



**GRÂCE MUKENDI KAPINGA**  
*ADMINISTRATIVE ASSISTANT*



# Field office report: Democratic Republic of Congo

## OVERVIEW

EISA resumed its activities in the Democratic Republic of Congo (DRC) on 15 June 2015 within the framework of the *Projet de Renforcement de l'Observation Citoyenne des Elections au Congo (PROCEC)*, a 24-month project supporting 11 civil society organisations (CSOs).

The project seeks to contribute to the effectiveness and efficiency of citizen election observation in the DRC by strengthening the knowledge, skills and tools of local CSOs in understanding, observing and analysing all the technical aspects of the electoral process. PROCEC also strives to enhance their capacity to become key players in electoral reform advocacy.

The project, funded by the European Union (EU), is a consortium of international non-governmental organisations which includes Democracy Reporting International (DRI). EISA is the consortium leader.

Provincial and municipal elections were scheduled to take place on 25 October 2015, while presidential and legislative elections were scheduled for 27 November 2016. These elections did not – and will not – take place as planned, raising concerns about the ability of the authorities to stick to the comprehensive electoral calendar published by the Electoral Commission on 12 February 2015.

The DRC's Constitution does not allow a sitting president to run for a third term and opposition parties, civil society groups and the media suspect that the failure to meet the country's electoral timetable was politically motivated. What has been referred to as *glissement* or slippage of the electoral calendar was seen as a subterfuge to allow President Joseph Kabila to stay in power after 2016 without resorting to revising the Constitution, a move that could be politically costly.

Election delays and doubts are a potential source of political instability. They can also affect any election support project. However, in its essence, EISA's DRC project is not designed to be aligned with a specific electoral cycle. It focuses less on deploying observers than on strengthening the capacity of Congolese civil society to plan its election observation efforts. However, the knowledge, skills and tools will not be relevant and useful unless they are applied effectively and evaluated on the ground or in real time election observation.

## ACHIEVEMENTS

- **Capacity of CSOs to observe elections using new tools and methodologies**

Between 20 and 24 July 2015 the PROCEC team visited the 11 CSOs assisted by the project. As a result of these visits two types of organisational profiles were identified: CSOs with specialised expertise in the field of elections and democratic governance and CSOs with good in-country mobilisation capacities.

EISA recognised that it is critical for Congolese CSOs to develop synergies, combine their respective strengths and encourage a culture of collaboratively assessing electoral processes. From 5 to 9 October 2015 further discussions were held, which resulted in the mapping of the information and communications technology (ICT) available at the headquarters of the CSOs. They also resulted in an improved understanding of the value of a common call centre for election observation, which will be set up by the project, and the immediate planning of basic computer literacy training to kick start the ICT component of our technical assistance programme.

- **Improved capacity to plan and implement CSO activities**

Two workshops on strategic planning and project management took place from 10 to 12 August 2015 in Kinshasa and from 18 to 20 August 2015 in Lubumbashi. A total of 56 participants, including 22 women, discussed their past and current project management plans and were exposed to best practice and guidelines for successful project management.

One key achievement of these workshops was that participants realised that strategic planning, which is distinct from operational planning, is an important tool in the life cycle of a project.

Each of the 11 CSOs submitted terms of reference for the development of their internal strategic plans or reviews of existing ones. In addition, common operational plans were developed by the four working groups created within the framework of the project: legal and political affairs, media and public relations, gender and minorities, relations with institutions and other key electoral stakeholders and administration and logistics. The four plans were integrated into a global election observation operational plan with the support and assistance of EISA.

- **Citizen observers equipped with knowledge and skills to conduct media monitoring**

From 7 to 19 September in Kinshasa 22 representatives of CSOs were trained in media monitoring for election observer missions. Qualitative and quantitative analysis of hate speech, inflammatory language and political pluralism, as well as issues pertaining to processing and analysing data, were discussed during the workshop.

Participants were able to understand better the role of media analysts in election observer missions. They were also exposed to the common principles that must be taken into account while assessing the performance of the media during an election. This training was followed by

the establishment of a media monitoring unit for the 11 organisations. This unit comprises four working groups: television, radio, print media, and social networks.

Once it is fully operational the unit will produce a biweekly media report, a monthly or bimonthly report on hate speech aired in the media and a monthly or bimonthly report on political pluralism (air time or space and content analysis of coverage received in the media by various political actors).

- **Citizen observers provided with facilitation skills**

To build training skills and expand the pool of qualified trainers in election observation from civil society organisations, PROCEC held a BRIDGE Train the Facilitators (TtF) Course from 14 to 25 September 2015 in Kinshasa. The workshop was attended by 24 participants including 11 women and facilitated by a six international and national BRIDGE facilitators.

As semi-accredited BRIDGE facilitators, participants are now allowed to run BRIDGE workshops and access the *Building Resources in Democracy, Governance and Elections (BRIDGE)* materials. They are expected to become fully accredited BRIDGE facilitators after successfully planning and delivering a five-day modular course. The closing ceremony of the TtF was attended by the EU delegation chief in the DRC and the deputy chair and the rapporteur of the Electoral Commission, amongst other guests.

- **CSOs able to analyse and assess electoral developments and play an active advocacy role in the electoral process**

The project supported a CSO retreat in Matadi for participants to share their views on electoral developments unfolding in the country. Discussions resulted in the release of la Déclaration de Matadi (the Matadi Statement), signed by 12 organisations. This statement noted that the electoral process in the country had stalled and called on all relevant stakeholders to make sure the dates on the rest of the electoral calendar are met.

For the first time organisations convened in Matadi were able to come together and adopt a common position regarding electoral preparations. They also learnt to be less confrontational and more constructive in their engagement with the country's authorities.

- **CSOs exposed to best practice in developing synergies among election observer groups**

A training workshop on best practice in developing synergies among election observers took place in Matadi from 30 September to 2 October 2015 for the 11 CFOs involved in PROCEC.

The Matadi training followed a one-day workshop organised on 7 July to review existing criteria for the selection and training of citizen observers. As a follow up to this activity, the Matadi workshop aimed to further enhance the level of professionalism of Congolese CSOs in citizen election observation by discussing best practice in election observation methodology and observer deployment coordination.

Participants learnt from examples of successful nationwide networks of citizen observers built in other countries, such as Côte d'Ivoire. They were also exposed to the methodology and benchmarks used by the African Union (AU) Election Observer missions.

One key tangible achievement of the workshop was an invitation to eight representatives of Congolese CSOs to attend elections in Guinea, Côte d'Ivoire, Burkina Faso and the Central African Republic as AU observers.

- **CSOs exposed to best practice and comparative experience in election observation**

In addition to four Congolese observers from CSOs deployed with the AU in Guinea (11 October) and Côte d'Ivoire (25 October), five delegates were embedded with citizen observer organisations in both countries.

The initiative was aimed at providing them with the opportunity to learn from citizen observers in other countries so they can apply the lessons learnt in their own context. In each case special attention was paid to the training of observers, the methodology used to deploy observers and to election observation reporting guidelines and procedures.

New trends in election observation were identified, key among which is the development of rapid alert systems to detect election irregularities, known as the situation room. As the DRC has embarked on an electoral process marred by doubts and daunting challenges, a situation room may assist in deterring fraud and reducing tensions. The mission contributed to enhancing the knowledge of Congolese CSOs about the election situation room approach and assisted in assessing the possibility of setting up a successful situation room in the DRC.

## OUTPUTS/OUTCOMES

- CSOs supported by the project create a credible mechanism for an impartial assessment of the upcoming elections;
- CSOs are equipped to advocate electoral and political reforms.

## PREVIEW OF PLANS FOR 2016

- Training, with international certification in project management, for CSOs supported by EISA in PRINCE 2 Foundation + Practitioner (PRINCE 2, which stands for Projects in Controlled Environments, is the world's most popular project management methodology).
- Training handbooks to be developed on the following topics: (1) curriculum development (2) media monitoring (3) human rights monitoring in election observation (4) planning and coordination of election observer missions (5) mainstreaming gender in election observation (6) electoral reform advocacy.
- Training of legal and political analysts for citizen election observer groups.
- Developing a compendium of recommendations made by election observers during previous elections in the DRC (2006-2016).
- Support for the deployment of citizen observer groups drawn from the organisations supported by EISA during the elections planned for 2016.

# GABON - CENTRAL AFRICA



ANDRÉ KABUNDA  
*REGIONAL REPRESENTATIVE*

# Field office report: Gabon - Central Africa

## OVERVIEW

Since opening its office in Gabon EISA has contributed to improving the capacity of the electoral unit of the Economic Community of Central African States (ECCAS), helping it in its efforts to carry out its mandate to support political and electoral processes in Central Africa, a sub-region characterised by pressing democratic and security problems.

Following the signing of a Memorandum of Agreement between EISA and ECCAS, EISA embedded a regional representative in the ECCAS electoral unit in January 2015. Supported by the Swedish International Development Cooperation Agency through the Africa Democracy Strengthening Programme (ADS), EISA has adopted a holistic approach to working with ECCAS, that is, enhancing the electoral unit of the Secretariat whilst at the same time collaborating with the unit in responding to the needs of the Regional Economic Community's member states.

The quest for democratic progress in the region was stifled in Congo Brazzaville and Rwanda when these countries held referendums on the extension of the presidential term limit at a time when Burundi was experiencing a year-long political crisis due to constitutional violations by the incumbent president, who was seeking a third-term mandate.

A simmering political crisis in the DRC over incumbent President Joseph Kabila's interest in extending his presidential term limit, contrary to the provisions of the country's Constitution, posed a political and security threat to the sub-region. These events, coupled with the deadly inter-religious violence that surged in September 2015 in the Central African Republic (CAR), raised serious political and security dilemmas for ECCAS, which is the sub-regional bulwark for democratic governance.

## ACHIEVEMENTS

- **Needs Assessment Mission (NAM) and Pre-Election Assessment Missions (PAMs) deployed**

During the reporting period one NAM was deployed to the Republic of Congo and one PAM to Burundi and one PAM to CAR. The timely conduct of pre-electoral assessments laid the groundwork for the mission and was key to ensuring the value of the EISA team's support for ECCAS's election observation missions (EOMs).

- **Training and technical assistance provided for ECCAS EOMs**

EISA facilitated a regional training workshop on election observation, the first ever to be held under the auspices of ECCAS and its electoral unit. The workshop was held in Brazzaville, Congo, from 27 to 30 April 2015. The trained observers currently form the core of ECCAS database of election observers from member states.

Thirty-five participants, including 17 women from nine countries, were trained to support the electoral process in ECCAS member states in accordance with the Declaration of Brazzaville of 7 June 2005. Four participants per country attended the training workshop. Only Angola was not represented.

The training enabled ECCAS to strengthen its ability to observe, using appropriate methodology; to increase knowledge about different observation reports and the composition of EOMs and to start to compile a database of well-trained observers.

During the post-conflict presidential elections held on 29 December 2015 in the Central African Republic the EISA regional representative attached to ECCAS provided technical assistance to the ECCAS EOM deployed to observe these crucial polls.

- **Electoral capacity-building workshops in ECCAS member states**

By building the capacity of national electoral stakeholders in the CAR, Chad and São Tomé e Príncipe, EISA has been able to leverage its support to ECCAS at the sub-regional level to work at a national level (without necessarily having a field presence in these countries). This has therefore enabled the institute to expand and deepen its work within the Central African sub-region.

### **Chad**

In Chad, EISA, in collaboration with the ECCAS electoral unit, conducted a train-the-trainer capacity-building workshop in Ndjamena from 16 to 20 March 2015 aimed at enhancing the electoral knowledge of local stakeholders. The 47 participants in the workshop were drawn from the National Electoral Commission (CNE), the judiciary, security forces, the media and civil society. The training approach was structured to ensure that participants were capable of transferring the knowledge acquired to other members of their organisations.

### **São Tomé e Príncipe**

In a similar intervention in São Tomé e Príncipe EISA made it possible for ECCAS to respond to the request of the National Electoral Commission (CEN) to train newly-appointed members as well as members of the regional and district commissions. This was the first time in the history of ECCAS that it was able to build the capacity of the CEN as it was previously impeded by the Portuguese language barrier.

EISA drew on the expertise of its Mozambique field office and also facilitated the participation of the Director General of the Technical Secretariat of the Electoral Administration of Mozambique (STAE) to share his experiences of election management. This attests to the ability of EISA to draw on its field offices to make an impact on sub-regional interventions elsewhere, thus exhibiting the versatility of the institution's ability to respond to demands through its geographical spread on the continent. The orientation workshop on electoral administration in São Tomé was held from 6 to 9 July 2015 and attended by 25 participants, nine of whom were women (36%).

### **Central African Republic**

EISA and ECCAS collaborated to enhance the capacity of electoral stakeholders in CAR to engage with the electoral process ahead of the crucial post-conflict transitional elections held in December 2015. The ECCAS electoral unit and EISA collaboratively responded to a request from the chairperson of the Autorité Nationale des Elections to train lead trainers for political



party agents in order to enhance their contribution to the transparency and integrity of the elections. The workshop, held in Bangui from 2 to 3 December 2015, was attended by 33 political party representatives, seven of whom (21%) were women.

### **ECCAS election observation tools**

To enhance the internal capacity of the ECCAS electoral unit EISA conducted a review and revision of the ECCAS election observation manual, whose contents did not previously conform with international and continental norms and standards of election observation. EISA also reviewed and revised ECCAS's election observation checklists to make more comprehensive the observation data collection, which is key to enhancing the technical capacity of election assessment. EISA also designed new forms for the polling process.

## **OTHER ACTIVITIES**

In this review period the EISA Regional Representative participated in the following:

- The EISA Election Observation Mission (EOM) to Lesotho.
- The provision of support to the African Union EOMs to Côte d'Ivoire and CAR, as part of EISA's technical assistance to the AU election observation missions supported by EISA's ADS II programme.
- The Netherlands Institute for Multiparty Democracy (NIMD) and the International Institute for Democracy and Electoral Assistance (International IDEA) conference held in Addis Ababa, Ethiopia, from 9 to 13 December 2015, on the theme 'Political Parties in a fast-changing, technology-driven environment'. The conference offered participants the opportunity to share their own experiences while at the same time benefiting from the input of a limited number of experts, including EISA personnel.

## **OUTPUTS/OUTCOMES**

Through capacity building of national electoral stakeholders in CAR, Chad and São Tomé e Príncipe EISA has been able to leverage its support to ECCAS at the sub-regional level to work at a national level. This has enabled it to expand and deepen its work within the Central African sub-region.

For the first time, ECCAS now has a pool of trained observers who are able to carry out professionally the duties and responsibilities of international election observation.

## **PREVIEW OF PLANS FOR 2016**

- Facilitate training workshops and other capacity building activities in ECCAS member states.
- Technical support to ECCAS EOMs in Chad, Congo, Democratic Republic of Congo, Equatorial Guinea and Gabon.
- Development and dissemination of a handbook on the management of the assessment and observation missions of the ECCAS electoral unit.
- Development and dissemination of the mapping guide.

# KENYA



FELIX ODHIAMBO  
*COUNTRY DIRECTOR*



ANGE MARIE NIJIMBERE  
*FINANCE AND ADMINISTRATION  
OFFICER*



MAGDALENA KIETI  
*SENIOR PROGRAMME OFFICER*



JOSEPH ONDUTO  
*ADMINISTRATION  
ASSISTANT*

CHERYL YUGI  
*SENIOR PROGRAMME  
ASSISTANT*

GEORGE OGOL  
*DRIVER*

# Field office report: Kenya

## OVERVIEW

In this reporting period EISA Kenya focused on three areas. Firstly, through the programme 'Strengthening Electoral Sector Laws and Dispute Resolution in Kenya', EISA provided support for electoral legal reforms which included the development of and consensus building on recommendations for enhancing election dispute resolution in Kenya, undertaking a legal audit of election laws and developing an Election Laws (Amendment) Bill and a Political Parties (Amendment) Bill.

Secondly, through the programme 'Strengthening the Electoral Process, Governance Institutions and Women's Political Participation', EISA provided support for strengthening the institutional capacity of political parties and the governance functions of coalitions as well as reinforcing women's congresses in political parties.

Thirdly, through the programme 'Supporting the Electoral Process and Governance Institutions in Kenya', the office supported legislative strengthening by offering help to newly created county governments.

Activity implementation in 2015 took place against the backdrop of intensified corruption in the country. The country experienced a mixture of achievements and setbacks in the battle against corruption. While in the first half of the period the president beefed up the fight and forced a number of high-ranking government officials and Cabinet secretaries to step aside, there was a setback when the Ethics and Anti-Corruption Commission (EACC) was suspended following a standoff with Parliament. The main reason for this action was that a report released by the EACC implicated members of Parliament in corruption scandals. Kenya hosted President Obama of the US and Pope Francis. Kenya was also privileged to be the first African country to host a ministerial conference of the World Trade Organisation. These high-level visits and meetings came at a time of heightened insecurity resulting from attacks by al Shabaab and were thus not only instrumental in increasing investor confidence but were also expected to revive the tourism sector, which suffered a blow after the attacks.

EISA's Kenya programmes were supported by the Royal Danish Embassy, the Department for International Development, and the Swedish International Development Cooperation Agency Kenya.

## ACHIEVEMENTS

- **Electoral process supported**

### **Recommendations developed for enhancing the framework for electoral dispute resolution**

EISA convened a post-election review workshop on electoral dispute resolution (EDR). The workshop targeted the two institutions mandated to resolve pre-election disputes, namely, the Independent Elections and Boundaries Commission (IEBC) and the Political Parties Disputes Tribunal (PPDT). The workshop brought together representatives from the judiciary, the IEBC Dispute Resolution Committee, the PPDT, the Office of the Registrar of Political Parties (ORPP) and the Political Parties Liaison Committee (PPLC). Among the amendments that were discussed and proposed was one proposing that the Court of Appeal deal with interlocutory applications in order to overcome the challenges experienced in the dispute resolution processes, and a review of the provisions of Section 38 of the Political Parties Act and the IEBC Act to provide a clear operational framework for the separation of powers among and definition of the exclusive mandates of the ORPP, PPLC and IEBC. These recommendations were collated with those that emanated from the workshops targeting the judiciary to inform the EDR framework in Kenya.

### **Recommendations on improvement of EDR interrogated**

In accordance with the constitutional provision of public participation, EISA, in partnership with the Judiciary Committee on Election (JCE) and the IEBC, convened a series of stakeholder consultative forums on EDR. The forums were a follow-up to the post-election review workshops convened by EISA in 2014-2015 and aimed at developing recommendations for improving and harmonising EDR in Kenya. Stakeholders consulted included the IEBC, constitutional commissions, the National Gender and Equality Commission, the Kenya Law Reforms Commission (KLRC), the Office of the Attorney General, the PPDT, ORPP, PPLC, the Law Society of Kenya and political parties.

These bodies critically analysed the proposals for improving EDR and made recommendations. Among these were a proposal that the deadline for the resolution of presidential petitions should be extended from 14 to 30 days; for the IEBC to cede the arbiter mandate in the political parties nomination process to the PPDT, that the amount of security for costs should be reduced to Ksh100 000 and that party nominations and party lists should be developed at least three months before the elections.

### **Legal audit of election laws in Kenya report developed**

In order to improve the legal framework for elections, EISA conducted an audit of Kenya's electoral laws and processes. The audit, which was spearheaded by electoral law experts, identified gaps in the electoral laws and recommended improvements. Specifically, the audit facilitated analysis of the legal framework for elections within the context of the 2013 general elections, analysed and synthesised the various election observer mission reports and made clear recommendations targeting reforms of the legal and regulatory framework for elections. As a result of the intervention a report was written and used to inform election sector law reform in the country.

### **Consensus on electoral legal reforms built**

Two consensus-building workshops on electoral legal reforms were convened with key stakeholders. The first was convened by EISA, in partnership with the IEBC and the International Development Labour Organisation. Participants drawn from both state and non-state institutions shared their experiences on issues arising from the 2013 elections and discussed proposals for both legislative and administrative electoral reforms. EISA shared with the participants the proposed amendments arising from the multi-sectoral forums convened in 2014. In view of EISA's work in the field of electoral reform the institute was mandated to spearhead the drafting of the Elections (Amendment) Bill, 2015.

The second workshop, convened in partnership with the IEBC and the United Nations Development Programme, brought together the members of the Justice and Legal Affairs Committee with an aim of presenting IEBC and EISA audit reports on the efficacy of the electoral laws in Kenya. In this regard, the harmonised (IEBC and EISA) recommendations sought amendments in areas such as electoral dispute resolution, PPLC regulations, voter registration and the Election Campaign Financing Act. The reviewed harmonised audit report, incorporating the views of the parliamentary committee, informed the drafting of the Elections (Amendment) Bill, 2015.

### **Election Law (Amendment) Bills developed**

Following the consensus-building workshops EISA, in partnership with the IEBC and the KLRC, developed a draft Election Laws (Amendment) Bill, 2015. The Bill consolidated and harmonised all legal and administrative proposals for electoral reforms. In addition, EISA, in collaboration with the KLRC and the ORPP, developed a draft Political Parties (Amendment) Bill, 2015 which consolidated and harmonised all legal and administrative proposals for reforms to the Political Parties Act, 2011.

### **Regulations for the Elections Campaign Finance Act 2013 formulated**

EISA supported the development of the regulations for the Campaign Finance Act of 2013, which was enacted to implement Article 88(4) (i) of the Constitution. The regulations were developed by means of a multi-sectorial approach under the auspices of the IEBC and presented to IEBC commissioners, the IEBC task force on the Elections Campaign Finance Act, regional county executive coordinators (CECs) and IEBC senior departmental managers, all of whom had made recommendations. The Act aims to clarify the institutional framework for campaign finance regulation, regulation of expenditure, regulation of income and donations for the purposes of political campaigns, the establishment of a disclosure and accountability framework and the establishment of an enforcement framework for breaches of the Act. The regulations are therefore necessary for the implementation of the broad framework provided by the Constitution and the Campaign Financing Act.

### **Implementation Framework for Regulation of Campaign Financing developed**

EISA, in partnership with the IEBC, supported the development of an Implementation Framework for Regulation of Campaign Financing. The framework sets out the necessary steps for effectively implementing the legal framework in the Kenyan context. It also assesses the trends and standards in campaign financing, Kenya's context and a snap situational analysis and the legal and institutional framework and proposes an implementation framework.

### **Strategic communication for the IEBC enhanced**

In an effort to strengthen strategic communication for the IEBC, EISA supported the two meetings targeting IEBC commissioners, senior journalists and media owners. The first activity was a training workshop for IEBC commissioners, facilitated by the Africa Film and Television Talent Training Institute at the firm's premises. The object was to train the commissioners and the chief executive officer, the people who are authorised to speak on behalf of the IEBC, in media etiquette and effective ways of delivering their message.

The second training workshop, on election reporting, was for senior journalists. In particular, participants were appraised of the electoral process with a view to enabling them to report with accuracy, objectivity and balance, thus improving the quality of electoral reporting in the country. The workshop enhanced the journalists' understanding of the activities and processes of the various stages of the electoral cycle.

- **Political parties strengthened**

### **Individual capacity of political parties strengthened**

EISA convened workshops for Narc Kenya, the Wiper Democratic Movement (WDM) Kenya, New Ford Kenya (NFK) and the Democratic Party (DP). Each focused on the specific needs of the respective parties from developing strategies to rebuilding the party to play its constitutional role, assessing the progress of the party and developing a strategy for engagement in the 2017 elections to an Action Plan and evaluating the party's performance.

### **Women's congresses in political parties encouraged**

In an effort to enhance the participation of women in political parties EISA supported the establishment and strengthening of women's congresses in three parties, namely, Ford Kenya, the United Republican Party (URP) and the AMANI National Congress (ANC). Ford Kenya is a member of the opposition Cord coalition, the URP a member of the ruling Jubilee Alliance and the ANC is a newly formed party with no affiliation to either of the coalitions. The workshops focused on specific issues identified by each party and centring on the two-thirds gender rule; developing a strategic plan which offers specific guidelines for greater women's participation in party structures and strengthening women's congresses within political parties.

### **Gender political representation supported**

EISA supported the National Gender and Equality Commission in implementing a project on 'Sustaining Momentum to Realization of The Two-Thirds Gender Principle in Kenya Political Representation'. In particular, it supported a range of strategic interventions aimed at lobbying for the passage of the Constitution of Kenya Amendment No 4 Bill of 2015, which would entrench the two-thirds principle. In this regard, specific stakeholders consulted included the Editors Guild, CORD women parliamentarians, senior reporters, the Kenya Disabled Parliamentarians Caucus, multi-stakeholders (Kenya Women Parliamentarians, male members of Parliament, civil society) and the Law Society of Kenya. Other forums convened included the Sensitization of Inclusion and Affirmative Action Principles and the Dissemination of the Status of the Boy Child Report and the Mapping of Minority and Marginalized Communities and Public Discussion on the two-thirds gender parity and Article 100. The meetings offered a critical platform for sensitising the various stakeholders.

### **Model dispute resolution template for political parties finalised**

EISA, in collaboration with the PPDT, convened a multiparty workshop, the main object of which was to give political parties an opportunity to discuss the draft dispute resolution template with the ultimate aim of making final amendments to and adopting the template. The workshop succeeded in having the political parties finalise and adopt the dispute resolution template.

- **Legislative process strengthened**

### **Progress in implementation of county assembly mandates evaluated**

EISA, in partnership with the County Assemblies Forum secretariat, convened a forum for the executive and governing council. Specifically, the workshop focused on the outcome of the law-making, oversight and public participation efforts of the county assemblies (CAs) since March 2013. Participants were able to share their success stories with implementation mechanisms and the challenges experienced in executing their mandates. One example of best practice is the use of the Bill tracker, an effective tool for monitoring and managing the law-making process. Counties that used the Bill tracker believed it had played a critical role in assisting the members of county assemblies to monitor the progress of various motions and

laws through the discussion stages. It was resolved that the CAF develop a model Bill tracker, drawing on the experience of counties already using it, and that this should be shared with all CAs.

### **Guide to mandates and procedures of county governments in Kenya**

In order to align with the current legal framework, EISA conducted a review of the *Guide to Mandates and Procedures of County Governments in Kenya*, which EISA published in 2013 in collaboration with the transition authority. The book is an easy reference manual currently used by the county assemblies as a guide to understanding their mandate and role in the new political dispensation. The reviewed publication was printed and shared with the various stakeholders, including county governments and political parties.

### **Standing orders for select counties reviewed**

In line with the provision that the standing orders be reviewed periodically, EISA reviewed standing orders for three counties, namely, Nakuru, Kisumu and Kajiado. The review exercise was undertaken in partnership with the counties procedure and rules committees and other relevant committees. Following the review, a report was produced on the Assessment and Review of the County Assembly Standing Orders.

## **OUTPUTS/OUTCOMES**

Support for the development of a legal audit of election laws and election laws drafted.

- Consensus on electoral legal reforms with key stakeholders built.
- Increased understanding of the two-thirds gender rule facilitated.
- Relationship between the IEBC and the media improved.
- Capacity of political parties and coalitions enhanced.
- Increased women's participation in political parties supported



# PREVIEW OF PLANS FOR 2016

## Electoral support

- Support for the IEBC through drafting of regulations and policy documents and strategic communication.
- Support for the participation of women candidates in the electoral process.
- Development of the PPDT Rules of Procedure.
- Development of a handbook and reporting framework on election campaign finance.
- Support for the electoral justice and electoral dispute resolution processes.

## Political party support

- National survey on political parties' performance, policy positions and women's participation as well as a handbook on women's participation in political parties.
- Strengthening legislative capacities of coalitions and capacities of party national elections boards for individual parties.
- Printing and launch of the model dispute resolution template.

## Support for citizen participation in the democratic process

- Survey of citizen participation in the electoral process.
- Facilitating national consultative forums among the IEBC, ORPP, PPLC and civil society organisations, to discuss electoral issues in preparation for the 2017 elections.
- Convening a multi-sectoral forum on the validation of the draft Election (Amendment) Bills and regulations and operationalisation of the legal framework.

# MADAGASCAR



**ONJA RAMILIARIJAONA**  
PROJECTS MANAGER  
(JANUARY-AUGUST 2015)



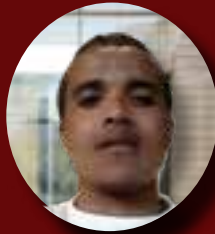
**JESSICA RANOHEFY**  
PROGRAMME OFFICER (JANUARY-  
AUGUST 2015) – PROJECTS MANAGER  
(SEPTEMBER-DECEMBER 2015)



**NIAINA RAMAROSHON**  
FINANCE AND ADMINISTRATION  
OFFICER



**SOA RAZAFIMANJATO**  
PROGRAMME ASSISTANT  
(APPOINTED OCTOBER 2015)



**HARIZO RABESAONA**  
DRIVER

# Field office report: Madagascar

## OVERVIEW

In 2015 Madagascar experienced periods of political instability that jeopardised the restoration of sustainable peace. The tense relations between the government and the National Assembly, the failure of the national reconciliation process, the slow economic recovery and increasing insecurity placed the country under constant threat of a new crisis. In parallel, the intra-party tensions and uncertainties surrounding political alliances in the National Assembly reinforced the climate of mistrust between the executive and members of Parliament (MPs). A motion to impeach the president for incompetence and violation of the Constitution was invalidated by the Constitutional Court.

After several attempts to resolve the crisis, tension eased following the October ordinary parliamentary session. Despite the political unrest the country pursued reconstruction efforts by various means, including holding municipal and senatorial elections and establishing various institutions stipulated by the Constitution, such as the new Independent National Electoral Commission. In addition, the easing of tensions between the executive and MPs enabled these institutions to function more effectively.

Despite the crisis faced by the National Assembly in 2015 EISA was able to provide technical assistance to both MPs and parliamentary staff. This helped to improve collaboration among all members, giving them the opportunity to learn more about their roles and responsibilities in the functioning of the National Assembly.

By focusing activities on MPs and on parliamentary staff EISA has become a key partner in strengthening the institutional capacities. As a result, the majority of the 2015 priorities set in the Strategic Plan of the National Assembly were achieved with EISA's help. In addition, due to the support given to the Gender and Development Committee and the Caucus of Women MPs for Gender Equality, EISA has been designated as the focal point for all initiatives relating to gender issues and matters concerning women MPs in the National Assembly.

## ACHIEVEMENTS

- **Caucus of Women MPs' action plan for gender equality supported**

A number of activities were undertaken in this regard:

- **Development of the action plan:** This document identifies key areas, priority initiatives and strategies to be undertaken by women MPs to tackle gender inequality and contribute to the improvement of the conditions of women and girls. In addition to raising awareness among male MPs and advocacy with authorities at both national and international level, the action plan includes building the capacity of women MPs,

experience-sharing and the introduction of a gender parity law. As the only institution working directly with women MPs, EISA supported the implementation of activities such as an experience-sharing workshop with 60 women candidates for the July 2015 municipal elections, during which they shared experiences and devised strategies for a successful campaign.

- National Young Girls Leadership Summit: EISA supported the organisation of the first National Young Girls Leadership Summit, during which women MPs shared their experiences to encourage girls to engage more in the public sphere. Facilitated by EISA for the parliamentary dimension, this summit was also the first opportunity for the National Assembly to interact with youth.
- Capacity building for men and women MPs: EISA made an effort to include male MPs in some of the training, with 20 men trained in gender inclusivity in Parliament's political agenda and the economic empowerment of women, while 23 female MPs enhanced their public speaking abilities. Two workshops were organised jointly by EISA, the United Nations Development Programme and the Assemblée parlementaire de la Francophonie (APF),<sup>1</sup> from 27 to 30 October 2015 in Antananarivo.
- Website: A website has been created for women MPs, to increase their exposure and showcase their contribution to the political and democratic process in Madagascar. The website is also used to enhance links with citizens by allowing them to send message to their MPs and discuss gender issues.



*SOME MPS DURING THE TRAINING ON GENDER INCLUSION IN PARLIAMENT'S POLITICAL AGENDA AND THE ECONOMIC EMPOWERMENT OF WOMEN, 27-30 OCTOBER 2015, ANTANANARIVO.*

- In order to ease tensions created by the National Assembly crisis, EISA convened a team-building session before each parliamentary session. The first was held in Antananarivo in February 2015, the other in Nosy Be in October. The meetings gave participants the

<sup>1</sup> Parliamentary organ of the Francophonie, consisting of the parliaments of member states.

opportunity to discuss methods of overcoming political divisions and included training in conflict management skills. These experiences proved to be positive in that they helped renew women MPs' commitment to work together to promote gender equality.

- **Functioning and capacities of the Gender Commission improved**

In its efforts to contribute to a more gender sensitive National Assembly EISA provided technical assistance to the Gender Commission, the parliamentary standing committee dealing with gender issues. To ensure that this assistance was appropriate, EISA conducted an assessment with the members of the commission and other women MPs (who also attended the workshop) to identify their needs. The assessment revealed that of the 13 members of the Committee, nine, including the chairperson, did not have a clear understanding of the functioning, roles and duties of a parliamentary committee. Workshops were then held to improve the capacity of the Gender Commission members to reinforce its effectiveness in the legislative process, particularly in relation to gender inequality issues.



*WOMEN MPS ATTENDING THE WORKSHOP ON THE ROLE AND RESPONSIBILITIES OF A PARLIAMENTARY STANDING COMMITTEE, 12-13 NOVEMBER 2015, ANTSIRABE.*

In addition to the capacity building projects, a review of gender inclusion in laws and policies passed by Parliament since its inception has been produced by EISA. The review highlighted the gaps and shortcomings that affect gender inclusion in laws passed since 2014. It also offers the Gender Committee guidelines to help with the amendment or drafting of such laws in the future. The added value of the report is that it can be used by any other parliamentary committee as a tool to better mainstream gender in Bills or draft laws submitted to it for review.

- **Capacity building for parliamentary staff and parliamentary assistants**

Two events enabled EISA to extend its parliamentary support to parliamentary staff and assistants. From 9 to 14 March 2015, 54 parliamentary officers attended training on the management of Parliament's work, a joint initiative with EISA, which provided financial support, and the APF and the University Senghor of Alexandria (Egypt),<sup>2</sup> which provided technical support. This meeting covered a range of topics such as drafting or amending laws or Bills and the ethics of parliamentary work. EISA's contribution was recognised by the Speaker of Parliament in his closing address to the workshop.

From 13 to 14 August 2015, in Antananarivo, 31 parliamentary assistants were trained in parliamentary work and legislative processes. Participants were equipped with the technical skills they require to assist the MPs in performing their duties. This was the first time in the history of the National Assembly that parliamentary assistants had benefited from such training.

- **Directory of Malagasy MPs developed and disseminated**

To further assist parliamentarians in their work and to familiarise constituents with their elected representative, EISA, jointly with the secretary general and the chief of staff of the National Assembly, developed a Directory of Malagasy MPs. The directory provides detailed information about the 151 MPs, their constituencies and political parties, the standing committees and the parliamentary groups they are attached to. It also gives an overview of the existing bodies and their roles. Beyond its role in improving transparency, both inside and outside the institution of Parliament, the directory enables MPs, and the public in general, to learn more about the composition of the National Assembly, its role and functions.



<sup>2</sup> Press release on <http://apf.francophonie.org/Une-semaine-de-formation-2407.html>



*THE SPEAKER OF THE NATIONAL ASSEMBLY, MR JEAN MAX RAKOTOMAMONJY, WITH EISA'S MADAGASCAR PROJECTS MANAGER, MS JESSICA RANOHEFY ANDREAS, DURING THE OFFICIAL LAUNCH OF THE DIRECTORY OF MALAGASY MPS, 12 DECEMBER 2015*

- **The Finance and Budget Parliamentary Committee equipped to perform its duties efficiently**

In order to strengthen the ability of MPs, particularly members of the Parliamentary Finance Committee, to review efficiently legislation relating to this committee as well as to fulfil their oversight role in the use of public funds, EISA convened a technical meeting on public budgeting processes and the finance Bill. This workshop, which took place from 23 to 24 November 2015, enabled 23 MPs, 11 of them women, to assert and enhance their role in the budgeting process and to oversee and control public expenditure effectively through appropriate amendments.

- **Dialogue between parliamentarians and civil society encouraged and supported**

In order to increase the accountability of MPs to citizens and reinforce their representative role, EISA organised a meeting between MPs and civil society organisations (CSOs) in Tamatave on 7 December 2015. Ten MPs, including four women, from constituencies in this region and 25 representatives of local CSOs participated. This gathering was an unprecedented experience for the National Assembly, which is often perceived by the people, particularly those from outside the capital city, to be inaccessible.

The meeting created a link with citizens at local level. It also gave parliamentarians an opportunity to promote an understanding of parliamentary functioning and to report on their mandate. At the same time it gave CSOs the space to inform and sensitise their representatives about several issues faced by their constituencies. All participants stressed the importance of and the need to promote greater dialogue between elected authorities and civil society to enable stronger elected representatives and citizen participation.



*SOME MPS DISCUSSING WITH CSOS AT LOCAL LEVEL, 7 DECEMBER 2015, TAMATAVE.*

## OUTPUTS/OUTCOMES

- A gender sensitised National Assembly promoted and supported through awareness and trainings of MPs in gender issues and gender mainstreaming in the legislative process.
- Strengthening of the capacity of MPs, particularly women, parliamentary staff and parliamentary assistants, to discharge effectively and efficiently their respective functions.
- Members of parliamentary standing committees informed and equipped to play their roles and responsibilities in the legislative process more effectively.
- The representative role and accountability of MPs promoted and enhanced through the holding of dialogue workshops with youth and CSOs.
- National Assembly links with constituents improved through the publication of a Directory of Malagasy MPs.



## PREVIEW OF PLANS FOR 2016

- Publishing and disseminating a handbook on public finances and the Budget Act.
- Providing technical support to the parliamentary standing committees, particularly the Gender and Development Committee.
- Strengthening the capacities of MPs, particularly women, parliamentary staff and assistants.
- Supporting the Caucus of Women MPs for Gender Equality in implementing their action plan.
- Conducting regional seminars on the roles and responsibilities of MPs, in order to increase their links with constituents.
- Developing and disseminating leaflets in Malagasy on the role of Parliament.

# MALI



**JUSTIN DOUA GORÉ**  
*COUNTRY REPRESENTATIVE*



**KADIATOU TOURÉ**  
*ADMINISTRATION AND FINANCE ASSISTANT*



**BAKARY SIDIBÉ**  
*PROGRAMME ASSISTANT*

# Field office report: Mali

## OVERVIEW

The year under review was marked by the inclusive inter-Malian talks that took place in Algiers between the government and northern rebel groups.<sup>1</sup> The talks resulted in the government and pro-government armed groups signing a Peace and Reconciliation Agreement on 15 May 2015 in the capital, Bamako, while the rebel coalition, Coordination des Mouvements Armés, signed it on 20 June 2015, also in Bamako.

The EISA programme, 'Support to the Multi-party Liaison Committee', was scheduled to be implemented during the harmonised communal and regional elections due to be held on 26 April 2015. However, because of the crisis in the north of the country, these elections did not take place and were rescheduled for 25 October, following the signing of the Peace and Reconciliation Agreement. Again, they could not be held because of security problems in the north and they were postponed indefinitely.

This had an impact on the implementation of the programme, for which EISA had received support from the Swiss Federal Department for Foreign Affairs (DFAE-Suisse) and which was originally intended to end in June and, after the postponement of the election, in October. EISA secured permission for an extension and turned the programme into a 'Young political leaders training programme', which ran from 1 October to 31 December. This programme, which involved 515 people, was implemented in Bamako and in seven regions.

EISA also implemented a three-month programme, 'Support to women mobilisation and participation in the process of local governance in Mali', funded by PNUD/PAPEM (a UNDP electoral project in Mali), which ran from 1 August to 31 October 2015.

Through the two programmes EISA was able to strengthen its partnerships with stakeholders in the political process in Mali, taking into account the security situation and the evolution of the electoral and political context, and has established itself as a key player in the field of elections and politics in the country.

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<sup>1</sup> The aim of the talks was to reach a global peace agreement and end the crisis that began in January 2012, when Jihadists groups occupied the north of the country before being chased out by French troops.

## ACHIEVEMENTS:

### POLITICAL PARTIES' ELECTIONS MONITORING AND POLL-WATCHING SUPPORTED

EISA used the opportunity of the publication of the election timetable to convene a roundtable on 5 March 2015 in Bamako on political parties' election day monitoring and poll-watching. The roundtable was attended by 55 national secretaries of political parties, who were in charge of training or electoral issues. They included seven women (one representative per party). The event was held in Bamako as most of the parties are headquartered in the city.

The three introductory presentations were made by the EISA Country Representative and two local experts on the principles of free and fair elections; preventing, detecting and combating electoral fraud and the criteria for the selection, training, deployment and management of political parties' poll watchers. The roundtable also gave the party officials present the opportunity to share the difficulties they encounter and their experiences and practices in the management of their poll watchers and with election day information gathering. Following the discussion EISA was requested to provide the parties with an election day monitoring form and to organise training sessions for agents deployed to polling stations.

### 'SUPPORT TO WOMEN'S MOBILISATION AND PARTICIPATION IN THE PROCESS OF LOCAL GOVERNANCE IN MALI' PROGRAMME

The objective of this project was to promote the concept of 'Musow aw ka waati sera! [Women, your time has come!]' by mobilising and developing the capacity of women to participate in the elections both as voters and as candidates in the communal, regional and district of Bamako elections. Various themes were explored during a two-day workshop. Topics covered included: identifying the obstacles to women's political participation; how to deal with the socio-economic and political obstacles and acquire self-confidence; leadership; national and international laws and resolutions in favour of women; women's political involvement and its impact on society; advocacy, lobbying and networking and communication skills (oral presentation).

A total of 416 women regional leaders, drawn from political parties and civil society organisations, were trained in the eight regions of the country. EISA produced a training manual and a certificate was given to each participant.

### THE 'YOUNG POLITICAL LEADERS TRAINING PROGRAMME'

The programme was aimed at promoting the capacity and moral standing of the youth to enable them to become capable and reliable leaders. The programme also focused on contributing to efforts to enhance internal democracy and the creation of good governance within their political parties and reinforcing the network of collaboration among the youth and future political leaders from different political parties and holding a variety of political views.

The programme was launched with a conference held on 17 October 2015 in Bamako titled “*Place and role of the youth in the peace and reconciliation agreement in Mali following the Algiers’ process*”. This conference was attended by 117 male and 34 female youth leaders.

After the launching, EISA held nine two-day training workshops in Bamako and seven regions, with 515 participants attending. The workshops explored various themes, including: identifying the obstacles to youth political participation; why the youth should be involved in the political life of the nation; the place of the youth in political parties; discussion about the peace and reconciliation agreement; political parties’ public relations; political leadership: content and requirements; communication skills (oral presentation) and how to conduct a political meeting efficiently.

Training 515 young political leaders during nine workshops, 141 (27.38%) of whom were women, was a major achievement. This was the first time that young people in Mali have been the beneficiaries of a capacity-building programme of this nature.

## OTHER ACTIVITIES

- A member of the EISA Needs Assessment Mission to Chad from 30 March to 4 April.
- Leader of the EISA Technical Team to the African Union’s Election Observation Mission to the 2015 Presidential Election in the Republic of Togo from 19 to 30 April.
- Leader of the EISA Pre-election Assessment Mission in Guinea from 9 to 15 August.

## OUTPUTS/OUTCOMES

- Political parties equipped to monitor the electoral process.
- Women informed about their rights and equipped to lobby for better inclusion in the political process.
- Young political leaders informed about the benchmarks for intraparty democracy.

## PREVIEW OF PLANS FOR 2016

- The EISA Mali office closed in December 2015.

# MOZAMBIQUE



**MIGUEL DE BRITO**  
*COUNTRY DIRECTOR*



**ANISSA IZIDINE**  
*FINANCE/ADMINISTRATION OFFICER*



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



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

# Field office report: Mozambique

## OVERVIEW

During 2015 EISA's Mozambique office began to implement a 12-month extension of the 'Increasing Transparency of the 2013/2014 Electoral Process in Mozambique' Project, focusing on post-election reforms. The extension was funded by the Department for International Development (DFID). At the same time, the Mozambique office also began to implement Mozambique-specific Africa Democracy Strengthening Programme, phase III (ADS III) activities, funded by the Swedish International Development Agency (Sida) and aimed at electoral reform, support to political parties and capacity-building for elected officials.

The implementation of the programmes took place against the backdrop of continued political and low-intensity military conflict between the government of Mozambique and the main opposition party, Renamo. The protracted negotiations that had begun in 2013 and resulted in a cessation of hostilities agreement in September 2014, as well as substantial changes to the electoral legislation, continued after the 2014 elections, the results of which were rejected by Renamo. The object of the negotiations was to address outstanding issues of security sector reform, the 'de-Frelimoisation' of the civil service and better redistribution of national wealth.

The negotiations broke down in 2015, despite a meeting between the newly elected president, Filipe Nyusi, and the Renamo leader, Afonso Dhlakama, earlier in the year. After the meeting Renamo submitted to Parliament a draft Bill on increased autonomy for the provinces where Renamo had won a majority of votes in the 2014 elections, and a role for Renamo in their governance. The Frelimo majority in Parliament voted against the Bill.

Following the breakdown of dialogue, the Renamo leader's convoy was twice attacked by government forces during his travels in central Mozambique and Dhlakama went into hiding in his stronghold in the Gorongosa district.

The economic situation in the country deteriorated in 2015, due to the decline of commodity prices in international markets, investors holding off on investments because of the political situation, scarce foreign currency reserves, mounting foreign debt inherited from the previous government and drought in southern Mozambique.

However, neither the political nor the economic problems have had a significant impact on the implementation of the programmes.

## ACHIEVEMENTS

### POST-ELECTION ELECTORAL REFORM SUPPORTED

During the period under review EISA and The Carter Center (TCC) organised two roundtables following the 2014 Mozambican presidential, parliamentary and provincial elections. A joint roundtable hosted by EISA, TCC and the European Union Election Observation Missions (EOMs) in Maputo in February presented their post-election recommendations to a group of Mozambican stakeholders, including the election management body (EMB), political parties, civil society organisations (CSOs), representatives of the judiciary and the legislature, and academics. Following this meeting a number of expert presentations on key electoral reform topics were commissioned, presented and discussed at two stakeholder roundtables in Maputo in September and December 2015.

The topics included the composition of election management bodies, women's participation in the electoral process, electoral dispute management, election results management and campaign finance. The proceedings of these roundtables will be incorporated into electoral law reform proposals to be submitted to Parliament in 2016.

### SUPPORT TO POLITICAL PARTIES AND ELECTED BODIES

As part of its political party capacity-building support, at the beginning of 2015 the EISA Mozambique office held meetings with the three political parties represented in Parliament to determine the types of assistance their structures and elected representatives would require. On the basis of these meetings a plan of support was designed for each party.

Based on those plans EISA provided support for the training of Frelimo's elected public officials at provincial and municipal level in all provincial capitals, as well as training of 120 new Central Committee members of Frelimo's Youth League (OJM).

EISA supported the training of all Renamo's representatives in Parliament in macro-economic and budgetary analysis, internal party communication, political communication and report writing and voter outreach.

EISA also supported the interactions and exchanges between the Mozambique Democratic Movement (MDM) and parties in Tanzania and some European countries, namely Portugal, France, Italy, Belgium, and the Netherlands, with which MDM has ideological, political and working relationships. During these exchanges the MDM leadership observed the elections in Tanzania and interacted with the party benches of the sister parties in their respective parliaments to learn about the legislative approaches of opposition parties and to strengthen the cooperation among them.



## OTHER ACTIVITIES

In 1915 the Mozambique Country Director was a member of the technical team of the EISA EOMs to Zambia in January and Lesotho in February. He also led the EISA pre-election assessment mission in the Seychelles in November.

In the same period the Country Director provided training to African Union long-term observers in Addis Ababa in April, and technical support to the AU EOMs to the general elections in Tanzania in October and the presidential elections – first and second rounds – in the Seychelles in December.

He also provided training to the SADC EOMs in Lesotho, Tanzania and Seychelles, as well as to the new electoral commission in the Republic of São Tomé and Príncipe, in July, as part of EISA's support for electoral activities in the Economic Community of Central African States (ECCAS).

## PREVIEW OF PLANS FOR 2016

- Prepare a proposal for advocacy for electoral reform.
- Provide technical support to the parliamentary committee undertaking electoral reform.
- Support capacity-building among parliamentary political parties.
- Provide support to EISA pre-election assessment missions, EISA EOMs, AU EOMs and SADC EOMs, as needed.

# SOMALIA



HAMADZIRIPI MUNYIKWA  
*COUNTRY REPRESENTATIVE*



FUNANANI NEMAHENI  
*INTERNATIONAL PROGRAMME  
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*INTERNATIONAL PROGRAMME  
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SUAD AHMED NUR  
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MOHAMED HASSAN  
*PROGRAMME OFFICER*

# Field office report: Somalia

## OVERVIEW

Following the successful implementation of the inception phase of the four-year programme, 'Supporting transition, stability and democratisation in Somalia', in 2014 EISA sustained the initial progress by implementing the second year of the programme in 2015.

The EISA programme in Somalia is designed to support the peace- and state-building goals (PSG1) of the New Deal Compact. Under PSG1 the Federal Government of Somalia (FGS) is mandated to oversee the management of the electoral, constitution-building, and state-formation processes. These three pillars of governance are viewed as the main priorities for the nation's ongoing political transition.

Within this framework the FGS made some commendable strides during this reporting period towards achieving some goals under PSG1. Three interim administrations were formed: the Jubaland, Galmudug and South West administrations. An electoral management body and a boundaries and federalism commission were established. However, the FGS failed to meet the timelines for the constitutional review process and the conduct of universal suffrage elections in 2016 and the elections have been postponed to 2020.

In terms of the overall political context, early in 2015 ministers charged with achieving PSG1 priorities were appointed in two key ministries – the Ministry of Constitutional Affairs and the Ministry of Interior and Federal Affairs. This change and the reshuffling of the ministers did not affect the administration of the ministries, which remained relatively stable, and EISA formed good working relationships with both of them. Despite the high security risk and unstable political context EISA succeeded in carrying out most of its mandated activities and surpassed most of the indicators.

## ACHIEVEMENTS

- **Supported state institutions and civil society to better contribute to inclusive democratic politics and state stability**

EISA conducted a four-day capacity-building workshop for the Ministry of Interior and Federal Affairs (MOIFA) at the Jazeera Hotel in Mogadishu from 5 to 7 October 2015 on information-sharing and management. The training was largely based on the findings of a review of the current and future role of the ministry and its capacity to achieve its purpose.

The intention was to strengthen the internal communication and information-sharing systems within the ministry. The modules also focused on project management and evaluation. Fifty ministry staff attended.

Participants included directors general, directors, section heads and external advisors and both the state minister and the permanent secretary attended the closing of the workshop and expressed gratitude to EISA for organising it.

- **Capacity-building for local CSOs**

EISA provided internal capacity-building training to 422 members of civil society organisations (CSOs) in four regions, namely, Dhusumareb, Gedo, Kismayo and Jowhar. The training was extremely successful in strengthening internal structures within the CSOs and building their capacity in project management, project proposal writing, financial reporting and monitoring and evaluation.

The outstanding achievement was the broad spectrum of CSOs that participated in the workshops, including the differently abled, youth, women and minorities. To further ensure sustainability, EISA continued to use the training-of-trainers approach to transfer skills and knowledge, as well as ensuring a Somali-owned process. The feedback from these regional workshops has been exceptionally positive and has attracted a significant amount of media coverage and requests for training in other districts.

- **CSO civic education provided**

After successfully carrying out civic education training in five regions in 2014 EISA extended the workshops to Kismayo and Jowhar, training 80 participants in Kismayo and 100 in Jowhar.

The challenge in conducting training outside of Mogadishu is that the participation of women is relatively low.

The decision to expand EISA's CSO programmes in the regions was a response to a recommendation in the 2014 inception evaluation. The decision marked EISA as an organisation that not only works in Mogadishu but also caters for the needs of Somali CSOs in other regions.

- **Local administrators in Lower and Middle Jubba trained**

EISA trained 60 prospective district administrators from the Middle and Lower Jubba regions in Kismayo. The training was a follow-up to similar training for caretaker administrators in areas that were liberated from Al Shabaab in 2014.

Six administrators in these newly accessible areas are expected to install governance structures, security, law and order. EISA's training focused on governance modules such as leadership, state and state formation, local governance and democracy.

- **Study tour to South Africa facilitated**

EISA organised a study tour for the three institutions mandated to review the 2012 provisional constitution. A total of 15 delegates participated in the study tour: seven directorate staff from the Ministry of Constitutional Affairs (MOCA), two members of the Independent Commission for the Review of the Constitution (ICRIC) and six members of the Parliamentary Oversight Committee (OC). The purpose of the study tour was to expose these institutions to the methods and mechanisms employed in the constitutional review process in South Africa.

Participants were able to engage with key people who had been involved in the negotiation processes, including negotiators from the opposition and ruling political parties at the time.

The tour was exceptionally successful, giving participants the opportunity to draw lessons from one of the best human-rights-based constitutions in the world. Participants mentioned that this was the first study tour in which all the three institutions had participated at the same time. Prior to this the institutions had not worked together because of mistrust and, at times, misunderstanding about overlapping mandates. The study tour further provided an opportunity for the three institutions to coordinate better and strengthen their relationships.

- **Federal constitutional review process was supported**

#### **Workshop conducted on the constitution review process**

EISA partnered with Somalia's Centre for Research and Dialogue (CRD) to conduct a workshop for the Ministry of Constitutional Affairs in which approaches to constitution-making were discussed between the MOCA and representatives of each of the newly formed regional administrations.

A total of 55 participants attended the workshop, which took place from 30 to 31 August 2015. Participants included MOCA directorate staff from Mogadishu, commissioners of the Independent Commission for the Constitution Review, members of the Parliamentary Oversight Committee (OC), 25 staff from the MOCA regional administrations and 35 members of civil society organisations.

The purpose of the workshop, which was endorsed by high-level government officials and chaired by the Minister of Constitutional Affairs, aimed to inform civil society organisations about the constitutional review roadmap and how they can contribute to the process. The Speaker of Parliament, Honourable Mohamed Osman Jawari, officially opened the workshop, while the Prime Minister, Honourable Omar Abdirashid, closed it.

The workshop, the first ever meeting between the MOCA and CSOs, gave EISA an opportunity to forge a stronger partnership with MOCA and the participation of representatives from the regions solidifies EISA's commitment to ensuring representation and the inclusion of the Somali people in the country's political transition.

## **Material produced on the constitution-making process**

EISA produced a pocket booklet for MOCA on the most frequently asked questions about the Constitution. The booklet serves as a guide to understanding the importance of constitutions and how they prescribe a social contract for citizens' daily interaction with one another and with the government.

The questions were drawn up using data generated from EISA civic education workshops as well as questions generated by MOCA and considered to be most pressing. The booklet is a user friendly document with the content delivered in simple language and illustrated with pictures as well as a video clip.

Taking into account the illiterate population as well as people living with blindness in Somalia, the booklet was also translated into a short audio and video animation in both English and Somali. A total of 15 000 copies was printed and will be disseminated through the Ministry of Constitutional Affairs in 2016.

## **Interim Jubaland Administration constitution-making process supported**

The approach to constitution-making implemented in this project was the product of consultations with the Interim Jubaland Administration (IJA), key Jubaland stakeholders, the Federal Government of Somalia, the United Nations Mission in Somalia and the United Nations Development Programme.

The key aim of the process was to draft and adopt a provisional Jubaland Constitution based on fundamental human rights and democratic principles which reflect the views of the citizens of Jubaland, gathered through a representative outreach process and passed through the Jubaland Constitutional Convention.

The project achieved this objective notwithstanding some challenges, among which were political issues surrounding the sequencing of the constitution-making and the appointment of the assembly, opposition from the federal Parliament as well as some technical issues regarding multiple implementing partners with unclear mandates and responsibilities.

- **Supported key electoral stakeholders in the ongoing electoral process**

### **The National Electoral Commission**

EISA facilitated a meeting between the newly-elected National Independent Electoral Commission (NIEC), civil society organisations and intellectuals. Over the two-day event 98 members of civil society attended the meeting, the first interaction between the public and the NIEC since the commission's establishment in July and a positive step towards integrating the NIEC with the broader public.

As part of its mission to provide technical support to the NIEC and the electoral process in Somalia EISA played a key role in training the Technical Selection Committee (TSC) on the methodology of selecting potential members of the NIEC.

The meeting received positive feedback from the participants as well as the chair of the commission and EISA continued to play a leading role in providing crucial advice on elections.

- **Let's Talk Elections discussion series facilitated**

The Let's Talk Elections series was initiated in 2014 as a platform to disseminate information about elections, share experiences of electoral processes across the African continent and discuss the state of the electoral process in Somalia. It proved to be hugely successful in providing opportunities for Somalis to engage in the electoral process.

In 2015 a similar process was followed. This allowed broader participation from civil society members, political associations and government officials. A total of 518 civil society members attended meetings in Mogadishu, Gedo Kismayo and Jowhar and, by participating in mock elections, received introductory training in how to observe elections.

The Let's Talk Elections series in 2015 provided a platform for participants to view elections as a process that is dependent on other political transitional processes being established concurrently with the electoral process. Participants also used the opportunity to discuss how the 2016 electoral process will depend on the constitution-review process.

Similarly, other processes, such as state formation and the development of political parties, will fundamentally affect the planning, management and outcome of the elections. The Let's Talk Election series is a relevant and powerful way to engage Somali society on the current transition process.

- **Participation of key Somali actors in EISA election observation missions on the continent**

EISA provided an opportunity for Somali stakeholders to participate in selected EISA election observation missions to facilitate exposure to electoral processes and provide opportunities for the exchange of information.

Two members from EISA partner organisations – the Centre for Research and Development (CRD), and Finnish Church Aid (FCA) – participated in the EISA election observation mission to the Zambian presidential by-elections in January 2015 and the Lesotho presidential by-election in February 2016.05.20

The participation of these CSO stakeholders encouraged an understanding of the processes and of the advantage of using comparative analysis when training other CSOs in electoral processes.

- **National Consultative Forum on electoral options for the 2016 electoral process supported**

EISA held town hall meetings in five regions in support of the National Consultative Forum (NCF). The NCF was constituted after President Hassan Sheikh announced that the anticipated 2016 elections would have to be delayed because of the volatile security situation, time limitations and technical reasons.

The NCF was tasked with raising public awareness and holding consultative forums about the

four electoral options for the 2016 process. Sixteen EISA trainers facilitated the meetings in five regions, namely, Kismaayo, Garowe, Baydhaba, Cadaado and Mogadishu. The EISA trainers included women, clan elders and youth. A total number of 960 citizens attended the public outreach events.

- **Technical Selection Committee for the Elections and Boundaries and Federalism Commissions supported**

With the financial support of the Somalia Stability Fund (SSF) EISA conducted training for the Technical Selection Committee (TSC), which was tasked with shortlisting candidates for the NIEC and the Boundaries and Federalism Commission (BFC).

The training focused on selection methodology as well as a comprehensive module on the role of election management bodies in an electoral cycle. The TSC was given a timeframe of 14 days to shortlist 20 candidates for each commission, from a pool of more than 900 applicants. The list would then be sent to Parliament for vetting and the approval of nine commissioners for each commission. This was done in July 2014.

## OUTPUTS/OUTCOMES

- State institutions and civil society were better equipped to contribute to inclusive democratic politics and state stability.
- The federal constitutional review process was supported.
- Key electoral stakeholders in the ongoing electoral process were supported.

## PREVIEW OF PLANS FOR 2016

- Technical support and capacity-building for the electoral management bodies and CSOs
- Technical support and capacity building to the Ministry of Constitution, Commission for the Constitutional Review and CSOs
- Training and support for CSOs on organisational development and civic education



# OPERATIONS



**MS ILONA TIP**  
*OPERATIONS DIRECTOR*



**KERRY N KOTLER**  
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## INFORMATION, COMMUNICATION AND TECHNOLOGY



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# FINANCE AND ADMINISTRATION

- FINANCIAL STATEMENTS
- STAFF MEMBERS
- EISA DONORS

# FINANCE AND ADMINISTRATION



**DRAKE ORURACH**  
*HEAD OF FINANCE*



**MARIA HOOPER**  
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**DIPTI BAVA**  
*SENIOR ASSISTANT  
ACCOUNTANT*



**USHA KALA**  
*SENIOR BOOKKEEPER*



**TUELO MABOKO**  
*JUNIOR 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 2015

	Notes	2015 R	2014 R
<b>ASSETS</b>		<b>93 650 615</b>	<b>81 898 035</b>
Non - current assets		11 274 481	10 863 319
Property and equipment	3	11 274 481	10 863 319
Current assets		82 376 134	71 034 716
Trade and other receivables	4	2 619 685	8 199 626
Accrued income - grants	5	3 877 112	4 833 887
	5	15 187 128	-
Cash and cash equivalents	6	60 692 209	58 001 203
<b>TOTAL ASSETS</b>		<b>93 650 615</b>	<b>81 898 035</b>
<b>RESERVES AND LIABILITIES</b>		<b>93 650 651</b>	<b>81 898 035</b>
Accumulated fund		31 301 052	25 606 936
Operating fund		8 963 678	4 532 676
Restricted programme funds		-	-
Unrealised foreign currency reserve		6 730 886	6 165 821
Retrenchment fund		3 671 112	2 973 063
Revaluation reserve fund		7 543 967	7 543 967
Sustainability reserve fund		4 391 409	4 391 409
Current liabilities		62 349 563	56 291 099
Cash and cash equivalents	6	-	10 490
Trade and other payables	7	1 418 653	1 675 091
Deferred income - grants	8	57 580 629	31 090 682
Deferred income - other	8	438 713	1 145 549
Provision for leave pay	9	636 914	506 149
Provision - general		553 206	572 918
Amounts refundable	10	1 721 448	21 290 219
<b>TOTAL RESERVES AND LIABILITIES</b>		<b>93 650 615</b>	<b>81 898 035</b>

STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	2014 R	2014 R
<b>Income</b>		<b>123 538 672</b>	<b>101 364 559</b>
Gross profit on services		13 119 611	9 197 656
Consulting income		27 271 211	19 282 559
Less: direct expenses		(14 151 600)	(10 084 903)
Grants	11	108 901 623	90 637 991
Interest received	12	606 557	945 825
Foreign exchange gain		154 075	-
Profit on sale of a project asset		40 000	-
Rent received		601 218	553 308
Sundry income		115 588	29 779
<b>Expenditure</b>		<b>118 409 621</b>	<b>99 758 299</b>
Operating expenses		5 131 388	4 473 044
Foreign exchange loss		-	158 123
Salaries and contributions	13.3	14 299 429	11 837 290
Project expenses		98 978 804	83 289 842
<b>Comprehensive income (Loss)</b>		<b>5 129 051</b>	<b>1 606 260</b>
<b>Other Comprehensive Income</b>		<b>565 065</b>	<b>3 595 966</b>
Foreign exchange gains on foreign bank accounts		565 065	2 945 020
Revaluation of building		-	650 946
<b>Total Comprehensive income</b>		<b>5 694 116</b>	<b>5 202 226</b>

# Staff members

## EISA - JOHANNESBURG

- Cecile Bassomo
- David Ruwodo
- Deane Stuart
- Denis Kadima
- Dipti Bava
- Drake Orurach
- Ebrahim Fakir
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- Mr Harizo Rabesaona

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- Mr Aimé Konan Kouadio
- Mr Isidore Beau-Clair Vieira
- Ms Clarisse Mianda Katuala
- Mr Munda Simamba Baruti
- Ms Grâce Divine Mamba Nsele
- Ms Grâce Mukendi Kapinga

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- Miss Kadiatou Touré
- Mr Bakary Sidibé

## GABON

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## EISA - MOZAMBIQUE

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- Ms Anissa Izidine
- Mr Francisco Langa
- Mr Dito Canazache

## EISA - KENYA

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- Ms Ange Marie Nijimbere
- Ms Magdalena Kieti
- Ms Cheryl Yugi
- Mr Joseph Onduto
- Mr George Ogol

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- Ms Funanani Nemaheni
- Mr Mukenyi Badibanga
- Mr Mohamed Hassan
- Mrs Suad Ahmed Nur

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