



AFRICA AND NEAR EAST



April 2000

Nigeria's INEC Develops Strategic Plan – Goals and Objectives for Next Three-Years Set

At a March 22-24, 2000 Strategic Planning Retreat in Enugu, Enugu State, Nigeria, the Independent National Electoral Commission (INEC) of Nigeria developed a three-year Strategic Plan. During the retreat, in addition to developing Mission, Guiding Principles and Vision Statements, the INEC established seven goals and 65 objectives for the next three-year period.

The retreat brought together for the first time all levels of election management in Nigeria. Participants included 12 National Election Commissioners, 37 Resident State Electoral Commissioners, 8 National Directors and 6 Local Electoral Officers. IFES/Nigeria helped organize the three-day strategic planning event under a grant from the United States Agency for International Development (USAID). The development of a strategic plan was one of several recommendations of a joint INEC/IFES Post Election Assessment conducted in June 1999.

A message read by Enugu State Governor Chimaroke Nnamani from President Olusegun Obasanjo at the opening of the retreat praised the INEC for beginning the process of planning for 2003 and IFES for its assistance to the INEC. According to Professor Eghosa Osagie of the National Institute of Policy and Strategic Studies,

who facilitated the retreat, the INEC is the first public sector organization in Nigeria to develop a strategic plan. He stated that for the first time in Nigeria a public sector organization has set specific and achievable goals and objectives – which have been missing in previous planning exercises. He predicted that other public sector organizations in Nigeria would follow the INEC example.

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In preparation for the retreat, the INEC established a Strategic Planning Committee to work with IFES/Nigeria in developing information and organizing the retreat. The Planning Committee undertook a number of



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processes to ensure that the exercise would be a success. The Planning Committee:

1. **Distributed an organizational assessment survey** to all participants. The survey was designed to solicit participant opinions about the INEC and how it operates. The survey also was also designed to identify those issues most important to the participants and to gain their opinion on what the INEC should become as it grows as an institution. The survey was also used to illicit the principles that should guide the INEC in meeting its mission and achieving its vision.
2. **Distributed** a manual, *Strategic Planning for Election Organizations* by IFES Senior Election Administration Advisor Joe Baxter, to all participants. The strategic planning manual provided background information on what strategic planning is and a step-by-step guide on how an election organization can produce a strategic plan.
3. **Created Strategic Syndicates** that target important areas of election administration in Nigeria. Because of the number of participants the Committee chose eight strategic areas for discussion. The Planning Committee assigned each participant to a strategic syndicate (break-out group). The syndicates conducted a *Gap Analysis*, identified *Strategic Issues*, and set *Strategic Goals* and *Objectives* in their respective areas for the next 3-year period leading up to the 2003 elections.
4. **Drafted Mission, Vision, and Guiding Principles Statements** from information contained in the Survey. The three statements were discussed and adopted at the retreat.

To set the stage for the development of the strategic plan, the INEC divided the process into two phases. Phase one consisted of papers and

discussion. Phase two was the actual development of the strategic plan.

For phase one, the INEC invited a number of distinguished Nigerians to present papers and discuss topics that are important to the development of the democratic process and the election process in Nigeria. The presentation of papers and discussions took place in the first day and a half of the retreat.

During phase two, the INEC adopted the following Mission, Vision and Guiding Principles statements:

Mission Statement

The mission of the Independent National Electoral Commission (INEC) is to organize and conduct credible elections, compile a credible voters' register, demarcate constituency boundaries, and monitor the conduct and audit the finances of political parties. The INEC serves all citizens of Nigeria and its political stakeholders, and media organizations equally and impartially. Our mission is to educate Nigeria's citizens about democracy and the voting process, provide voter registration, party registration, election day and screening of candidates services. Our mission is also to promote a democratic culture in Nigeria.



Nigerian election officials during a break-out session of the INEC Strategic Planning Retreat.



Vision Statement

Our vision of a future INEC is that of a dynamic and formidable organization that is a major force in the continuation and furtherance of democracy in Nigeria. Our vision is an institution that is the most respected and credible institution of democratic governance in the nation. We will be seen as a political anchor of democracy in Nigeria and the whole of Africa.

Guiding Principles Statement

The principles that guide INEC in the fulfillment of its mission and vision are:

Transparency: We will be open and above board in all our activities and in our relations with the political stakeholders, media organizations, INEC service providers and the people of Nigeria.

Integrity: We will be truthful and honest in all of our dealings with the people of Nigeria, its political stakeholders and each other.

Credibility: We will strive to ensure that the people of Nigeria and its political stakeholders will readily accept all of our actions and activities. We will be an institution that the people can trust.

Dedication: We commit ourselves to providing the highest quality election services to the people of Nigeria.

We will also work to ensure that merit will continue to be the basis for the compensation, promotion and recruitment of staff.

Following the adoption of the Mission, Vision and Guiding Principles statements by the plenary session, the strategic syndicates set eight overall goals for the Commission to achieve over the next three years. The goals address both improving the public aspect of the election process and the internal management of the Commission. The goals set by the Commission are:

1. A more transparent and credible election process in Nigeria
2. The autonomy and independence of INEC is strengthened
3. The planning and logistics of INEC will ensure adequate and timely resources for all activities and programs.
4. INEC will rely on information technology (IT) to better manage voter registration and election processes.
5. INEC will integrate its planning, budget and management systems.
6. INEC will improve its election management processes at all levels.
7. A credible new voters' register will be established
8. All Nigerian citizens will know and understand their rights as it pertains to elections and voting.

The syndicates adopted more than 65 objectives to ensure that each of the goals is met. Objectives ranged from “establishment by June 2000 of an inter-political party consultative committee to work with the INEC”, to “all INEC election management databases will be installed and running – including those for the integration of voter registration, finance, logistics, planning, personnel and fleet management -- by June 1, 2002.” Each of the objectives has a specific completion deadline or specific measures to judge whether the objective has been met within the three-year timeframe. IFES/Nigeria will assist the Commission in developing implementation plans for many of the objectives.

The INEC will use its strategic plan not only to guide and improve its day-to-day management operations but also in developing its budget requests to government. For IFES and the INEC's other international partners, the strategic plan, with its detailed goals and objectives,



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provides an excellent working document to identify areas of international assistance and cooperation.

AAEA

To keep its membership and stakeholders well informed about the latest news on the AAEA and election-related developments in African countries, the Association of African Election Authorities (AAEA) published its first newsletter in January 2000. Articles dealt with Ghana's draft party law, the opening of election offices in Liberia's counties and the upcoming referendum on which political system to adopt in Uganda. There was also a personal account by the Chairman of the Electoral Commission of Kenya of his experiences attending the Annual Conference of the Association of Central and Eastern European Officials. The newsletter was translated into French and distributed to all AAEA members, non-member election authorities, donors, regional election-related associations and friends of the AAEA.

AAEA Executive Secretary Dr. Afari-Gyan is approaching different donors for funding for a proposal that would provide training for AAEA members in elections logistics, voter education programming, electoral conflict resolution, and election administration ethics.

In mid-March, USAID approved funding to extend AAEA activities from May 1 until December 31, 2000. The extension will not only allow the AAEA Executive Secretariat to remain functional until the end of the year, but also to hire a full-time Program Officer. This addition is seen as critical to the AAEA as it strives to move toward developing and implementing its own projects and begins to seek funding outside the USAID agreement.

Burundi

On February 23, IFES Africa and Near East staff and representatives from the International Human Rights Law Group staff met with USAID Great Lakes Justice Coordinator Tony Gambino, USAID Burundi desk officer Dominic D'Antonio and USAID Rule of Law technical team representative Michael Miklaucic. At the meeting, both IFES and the Law Group briefed USAID on their recent visits to Burundi and presented their programming ideas. The IFES program will be centered on the distribution of information on the justice system and the peace process. Local radio will be employed as the medium of information, using local NGOs to produce the dialogue. A workshop on the peace process is planned so that all participants will have the same definitions of what the peace process is. IFES is also looking into the replication of the "picture box" as an information medium. This has proven to be effective in Democratic Republic of Congo and may be replicated in Burundi.

The IFES/Burundi team has identified an individual to initiate the field program. He will travel to IFES/Washington in April for a one-week orientation. Immediately following the orientation, he will travel to Bujumbura to establish an IFES office and begin program activities.

Côte d'Ivoire

On February 17, Tom Bayer and Lori Yamamoto met with Deputy Assistant Secretary for West African Affairs Howard Jeter, staff from the Department of State, representatives from USAID, the National Democratic Institute for International Affairs, the International Republican Institute and the international diplomatic community. The meeting was convened to discuss the possibilities



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for providing assistance to Côte d'Ivoire's 2000 national elections.

Also in February, the Côte d'Ivoire team prepared and distributed a final report based on its November technical assessment mission to Abidjan. The report highlights the preparations that were underway in November and December 1999 for the 2000 national elections and identifies next steps for potential assistance to Côte d'Ivoire.

In March, John Mitchell and Lori Yamamoto, in coordination with representatives from NDI and IRI, met with General Guie's chief of staff, former Ambassador Charles Gomez. Ambassador Gomez provided an overview of the current political environment in Côte d'Ivoire and requested assistance for the upcoming presidential elections scheduled for October 2000. Due to US government strictures on the use of federal funds, IFES is unable at this time to work in Cote d'Ivoire. The Côte d'Ivoire team continues to monitor the situation.

Democratic Republic of Congo

At the end of February, the UN Security Council unanimously approved the expansion of the UN mission in DRC (MONUC) to up to 5,537 military personnel, including up to 500 observers. Hopes were that this Phase II force could be deployed as early as June to monitor the cease-fire, ensure protection of civilians, and begin the process of withdrawal of foreign troops. However, by the end of March the entire peace process was in jeopardy due to numerous serious cease-fire violations. Former Botswana President Ketumile Masire, chosen to facilitate the Inter-Congolese Dialogue called for in the Lusaka peace accords, had a successful first visit to Kinshasa in February. On his second visit in

March he was denied access by President Kabila's government to travel to the interior.

The National Consultation, organized by the major Congolese confessions and endorsed by President Kabila, ran for two weeks in late February / early March. Nearly 1200 people from government, churches, trade unions, NGOs and political parties participated. Despite the fact that the Catholic Church, most major opposition political figures, some civil society groups and the armed opposition declined to attend, many observers felt that the work of the various commissions was important and would help lay the groundwork for the eventual Inter-Congolese Dialogue. Contrary to beliefs of some that the event was simply a manipulation by the government, many of the speeches and reports of the consultation were highly critical of President Kabila and his government.

During the National Consultation the IFES/DRC Resource Center served as a clearinghouse for information and documents on the proceedings. IFES provided copies of the 13 Commission Reports, the Report and Recommendations, the final Declaration, and the President's closing speech – documents otherwise nearly unavailable throughout the country. Presently IFES/DRC is examining, together with our civil society partners, the possibility of reproducing and distributing throughout the country some of the key reports produced during the consultation.

In meetings with IFES/DRC, delegations from the provinces concluded that the work of the National Consultation commissions had provided an important forum for free expression, including an opportunity to better communicate the nature of the war in the east. The delegations from the eastern occupied provinces expressed strong interest in having IFES expand its Peace and Democracy civic education campaign and the

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microproject assistance program to their provinces. IFES/DRC hopes to conduct an exploratory mission shortly to evaluate the security situation and logistical considerations for implementation in the east, as well as the possibilities for opening satellite resource centers in the provinces.

IFES/DRC facilitated a number of other activities designed to give strategic support to civil society in its preparations for the Inter-Congolese Dialogue:

1. The Ligue des Electeurs held a five-day workshop for civil society leaders to analyze constitutions and electoral laws of the DRC put in place since 1957.
2. IFES/DRC provided detailed briefing papers on Congolese civil society to assist former President Ketumile Masire, the Dialogue facilitator, in his meetings in Kinshasa.
3. IFES/DRC attended a workshop of approximately 100 civil society representatives and met with prominent civil society leaders to discuss strategic preparation for civil society consultation with the facilitator and for the Dialogue itself. Participants established six commissions to collect relevant civil society transition initiative documents. This information will be used to develop a specific platform for civil society delegates to the Dialogue. We plan to support the work of these commissions in the coming weeks through the National Council of NGOs (CNONGD) and other partners.
4. IFES/DRC continued distribution of copies, through province-based Peace and Democracy extension workers, of the Lusaka accords translated into local languages.

IFES welcomed new Rule of Law Project Coordinator Darlene Davis who began working

in Kinshasa in mid-March. Ms. Davis will plan and implement a two-year rule of law program in consortium with the International Human Rights Law Group (Law Group). Based on numerous requests by partner organizations, Ms. Davis has given priority to the creation of a Rapid Response Legal Committee. This committee will be designed to reinforce civil society capacity to respond quickly and efficiently to government generated legal proposals and decrees, and to generate original proposals. In late March, IFES/DRC facilitated the first meeting of 50 civil society representatives to start organizing this committee. Participants expressed enthusiasm for the program and named a five-person working group to further develop the idea and structure of the committee.

IFES/DRC also supported - in collaboration with the Law Group and USAID's Office of Transition Initiatives (OTI) - a weeklong workshop, in Nairobi, of civil society leaders from DRC, Rwanda, and Burundi. The group worked to develop strategies to promote the rule of law in the Great Lakes region. The participants issued a joint declaration calling on their respective governments to apply the Lusaka Accord, immediately cease hostilities, and institute the rule of law and democracy. They also developed a workplan for the future and created a nine-person group responsible for implementing the plan. IFES/DRC Program Manager Jeremy Heep attended the workshop and delivered a presentation on good governance and the rule of law, with a particular focus on mechanisms set forth in the Lusaka Accord.



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Ghana

Funded by USAID, in January 2000 IFES began its STEP 2000 project, designed to support Ghana's presidential and parliamentary elections, to be held on December 8, 2000. Under Ghana's Constitution, the President must retire following a second term of office. Thus, in addition to electing 200 members to Parliament, voters will elect a successor to President Jerry Rawlings. This will be a highly significant event because, since Independence in 1957, no elected head of state in Ghana has left office as a result of an election. The peaceful, democratic transfer of power from President Rawlings to his successor will be a landmark in the consolidation of democratic governance in Ghana.

The objectives of STEP 2000 are to strengthen the capacity of the Electoral Commission to conduct the elections, build the confidence of the political parties in the electoral process and promote equal and fair access to the state-owned media for candidates and political parties. The activity provides technical assistance and funding to the Electoral Commission of Ghana. Additionally, through STEP 2000, IFES is working with the Accra-based Center for Democracy and Development (CDD) to promote equal and fair access to the state-owned media for candidates and political parties. Throughout the campaign period, CDD will be monitoring the state-owned media nationwide for

its coverage of the candidates and the electoral process.

IFES is also continuing Project ECSELL (Enhancing Civil Society Effectiveness at the Local Level). In February, IFES awarded an additional 17 grants to civil society organizations to support civic advocacy, strengthened civil society, and civic-government collaboration to address local issues.

Iran

On February 18, the Islamic Republic of Iran held its sixth election for Parliament, also known as the Islamic Consultative Assembly (*Majles-e Shura-ye Eslami*). This was the first election since the Islamic Revolution in which political parties competed officially and overtly, using their campaign offices and the press as their mouthpiece. The election brought about the victory of reformist candidates, who formed a broad and diverse coalition promoting civil and political rights and economic reform, under the slogan of "Iran for all Iranians." The reformist movement emerged three years ago with the election of reformer Mohammad Khatami as President. In the 2000 *Majles* election the reformist coalition, carrying the name of "The 2nd of Khordad," the Islamic calendar date of Khatami's victory, triumphed over many Old Guard conservative politicians of the Islamic regime. Many previously prominent figures of the old orthodox establishment were defeated. Twenty-nine of the thirty allocated seats for Tehran were



A ballot box inside a polling station in Tehran, Iran for the February 18, 2000 *Majles-e Shura-ye Eslami* election



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won by reformists. Former President Rafsanjani, a centrist in his policies yet a symbol of the old-guard politics in the eyes of many reformists, hardly won the thirtieth seat for Tehran. The newly elected reformist parliamentarians promise a fresh and new direction in the conduct of Iranian internal and foreign affairs.

On March 6, IFES organized a briefing to discuss and analyze the significant results of the elections. The panelists were Mohammed Mahallati, Iran's former Ambassador to the United Nations, Elahé Sharifpour Hicks, a researcher covering Iran at Human Rights Watch, Olga Davidson, Professor of Persian Studies at Brandeis University, and Dalia Mroué of the IFES Middle East and North Africa program, who conducted an academic research trip to Iran during the elections. The speakers addressed topics including human rights and the electoral process, the role of women and youth in the reformist victory, and the implications of the elections on Iranian domestic politics and economic development, and on relations with other Middle Eastern countries and the United States. Over forty people attended the briefing at the IFES headquarters in Washington.

Liberia

In the early morning of March 15, 2000, the Liberian police closed STAR Radio and the Catholic Radio Station, Radio Veritas. The Liberian government later announced that the stations were closed for "security reasons." Ironically, the closing of STAR Radio came just a week after the Press Union of Liberia (PUL) awarded the 1999 Best Radio Station of the Year award to STAR Radio (STAR Radio also won the honor in 1998).

A day after the closures, the Ministry of Information, Culture and Tourism Ministry

(MICAT) issued a press release revoking STAR Radio's permit to operate and suspending Radio Veritas' permit. In addition to questioning the two radio stations' reporting integrity, the press release charged that STAR Radio was foreign owned and accused Radio Veritas of illegally broadcasting news while it only had a permit to broadcast religious programs. Following condemnations by the US government, the Liberian donor community and intense protests by independent Liberian newspapers and journalists, the government issued some conciliatory statements towards Radio Veritas. The government indicated it would allow the station to broadcast if it issued a written statement indicating it would broadcast only religious programs and no news.

Following a week of local and international protests and intense negotiations with the Catholic Church, the government allowed Radio Veritas to resume broadcasting on March 23. A government statement indicated that Radio Veritas "will from now on cooperatively ensure that all tenets of professionalism are adhered to". As for STAR Radio, the government said the issue of its resuming broadcasting would be resolved "through diplomatic channels".

In a nation with an illiteracy rate estimated between 70 to 90 percent, radio stands as the most effective and cost efficient means to reach and inform the populace. Since it began operations in May 1997, STAR Radio has established itself as a primary source of information for Liberians. While the bulk of STAR Radio's programming is in English, the station has reached out to a majority of Liberia's diverse population by producing informational and news highlights in fourteen indigenous languages, Liberian English, and French. An audience survey conducted by the Liberian firm Subah-Belleh Associates in January-March 1999,



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found that two-thirds of total radio listeners surveyed in Liberia tune in to STAR Radio. The surveyed radio listeners selected STAR Radio as their favorite radio station because of its accurate and informative news bulletins in Liberian languages. This survey covered fourteen other stations, including international radio stations like the BBC.

Mali

In February and March, IFES engaged in dialogue with USAID/Mali regarding its proposed program to assist newly elected local leaders enhance their understanding of Mali's decentralization process and its impact at the local level. The program would be implemented under IFES' new Elections and Political Processes Indefinite Quantity Contract (IQC). In early March, the Mali team submitted a proposal to USAID/Mali. USAID/Mali is reviewing the proposal and IFES hopes to begin implementation in May 2000.

Sierra Leone

Following IFES' December 1999 mission to Sierra Leone, IFES returned to Freetown from January 29-February 25, 2000 to follow up on some of the recommendations it had made concerning preparations for the upcoming national elections, anticipated in 2001.

Funded by the Department for International Development (United Kingdom) and the U.S. Agency for International Development, IFES election specialist Simon Clarke traveled to Sierra Leone at the end of January 2000 to encourage the soon-to-be established National Electoral Commission (NEC) to convene a Consultative Committee of registered political parties and representatives of civil society organizations to begin to discuss the design of the

electoral framework. In preparing for these next elections, Sierra Leone must resolve many issues, such as the timing of the elections and the electoral system to be used for the parliamentary elections. A new election law must then be drafted and promulgated to provide a basis for the electoral process. Although the new NEC was not established during IFES' visit, IFES was still able to have constructive, and extensive, discussions with Sierra Leone's key stakeholders and, as a result, was able to identify additional issues of concern relating to the electoral process.

On March 20, 2000, the President of Sierra Leone, Alhaji Tejan Kabbah, gave the oath of office to the five new members of the NEC, thus officially establishing the new Commission. The new members of the NEC are: Walter O.F. Nicol, Chief Electoral Commissioner; J.B. Paine, Electoral Commissioner (Northern Region); Francis L. Hindowa, Electoral Commissioner (Southern Region); J.B. Aruna, Electoral Commissioner (Eastern Region); and Alhaji Mohammed Musa King, Electoral Commissioner (Western Area). IFES hopes to return to Sierra Leone in April to continue its work in support of the electoral process in Sierra Leone.

South Africa

The South Africa Independent Electoral Commission (IEC) has requested support from IFES in preparation for local government elections, currently scheduled for November 2000. Elections will be conducted for nearly 300 metropolitan, district and municipal councils. The elections to positions in the local government will be a combination of single and multimember district votes. Voters will use ballots especially designed for their areas. Voter education programs will be designed to inform voters about the style of the ballot for this election, the second all-race local government

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election in the country. The IEC wants to stress the importance of local government as a link between ordinary South Africans and their provincial and national governments.

IFES is developing a project proposal for the provision of technical support to the IEC in the area of education project implementation. The onsite portion of the project is expected in May 2000.

Uganda

IFES continues to work with the Uganda Joint Christian Council and the other members of the referendum monitoring campaign consortium. In early March, the group produced reports on the political situation in Uganda for the month of February. The work was completed with a first grant of approximately \$25,000 in support from IFES.

A second subgrant to UJCC will be made in early April to cover costs for continued training of monitors, development of reporting forms and referendum day activities. At the time of this writing, neither the date nor the question of the referendum had been set. The next monitoring report is scheduled to be released in April.

Below is a brief overview of the February report:

The objective of the Referendum 2000 monitoring programme is to comprehensively monitor all aspects of the referendum process, in accordance with internationally accepted principles and standards, and report its findings to the public in monthly reports.

The Referendum 2000 Consortium of NGOs consists of 15 Ugandan NGOs, participating in four functional groups or clusters: Monitoring, Media, Civic Education, and Civic Education for

Women. The Consortium is funded by a group of international donors.

The Monitoring Cluster is an independent, impartial, non-partisan, neutral body, which has no political preferences. It comprises six NGOs: UJCC (Uganda Joint Christian Council); NOCEM (National Organisation for Civic Education and Monitoring); FIDA-U (Uganda Association of Women Lawyers); UJSC (Uganda Journalists Safety Committee); UWONET (Uganda Women's Network); and, CASE – International (Community Agency for Social Enquiry).

Referendum monitoring is carried out by the Monitoring Cluster Secretariat in Kampala, and by 214 county-level monitors. On the referendum day, 20,000 monitors will be deployed throughout the country to observe the voting, counting and aggregation process. Their findings will be included in a final statement that will be issued within three days of counting being completed. A final report covering all aspects of the referendum process will be published within six weeks of the referendum day.

The Monitoring Cluster is concerned that the delay in passing the Other Political Systems Act, and the procedures for qualifying as 'any other political system' are inordinately complicated, and may impede the implementation of the Referendum and Other Provisions Act. The effect of this delay will be the reduction of time for the sides to conduct a fair campaign. Furthermore, it will limit the effectiveness of the civic education program to inform the public about the issue of the referendum.



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Yemen

IFES' technical assistance to Yemen's SEC continues, with election management skills training for senior SEC staff recommencing after the end of the Eid al-Adha holiday in mid-March. IFES/Yemen is currently conducting training for SEC Directors General and senior staff in election logistics, election worker training, and project management. IFES is also providing ongoing computer skills training for staff.

With the recent passage of the Law of Local Administration, which establishes a new structure of local government with elected councils at the district level, IFES will be providing targeted assistance to the SEC for the conduct of local council elections. During April, IFES/Yemen Project Manager Dennis Cozens will conduct a seminar for SEC members and senior staff on the key elements of local election organization. Local council elections may be held concurrently with the April 2001 parliamentary elections.

Additionally, IFES/Yemen is planning a May study tour for SEC members to visit the Election Commission of India. This tour will enable SEC commissioners to learn first-hand about best practices in election management as carried out by a well-established independent election commission. The Election Commission of India (ECI) is a well-regarded permanent election commission, and serves as a relevant model for the SEC. The ECI's decentralized structure – with district and local level offices throughout the country – provides a useful example to the SEC commissioners as they consider decentralizing their own operations. The ECI is also recognized for its effective voter education programs (for an electorate with high levels of illiteracy, as in Yemen) and its professional management of local level elections. The SEC is expected to apply the knowledge gained on this

tour directly to its organization of upcoming parliamentary and local government elections.

Exposing SEC members and staff to the election systems of other countries, as well as to best practices in election administration worldwide, is an important component of the IFES/Yemen project. In the coming months, IFES/Yemen will organize additional study tours for SEC members to visit election commissions and observe elections overseas.



(From left to right) Brigadier General Laoye, Professor Eghosa Osagie, and IFES/Nigeria Project Manager Joe Baxter recap Brig. Gen. Laoye's session on Strategic Planning in Logistics.

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