



NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS

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Final Report

PAN AFRICAN CIVIC ORGANIZATION TRAINING PROGRAM
(New Democracies in Africa: Grassroots Civic Organization)
Cotonou, Benin
August 12-15, 1994

NED Core Grant 94-51-0419

A program
funded by the National Endowment for Democracy



conducting nonpartisan international programs to help maintain and strengthen democratic institutions



6. Quel est le sujet qui vous intéressait le moins?
Which subject interested you the least?

7. Quelle est votre appréciation des sessions plenières et des travaux en atelier?
What is your evaluation of the plenary sessions and the workshops?

8. Est-ce-que les documents distribués étaient utiles? Est-ce-que leurs usages pourraient être plus utiles à l'avenir?
Were the documents distributed useful? Could they be more useful to you in the future?

9. Avez-vous eu l'opportunité de nouer des contacts professionnels avec d'autres participants?
Have you had the opportunity to develop useful professional contacts with the participants?

10. Qu'est-ce-que vous envisagez comme suivi à ce séminaire?
What do you envisage as follow-up to the seminar?

Nous vous remercions de bien vouloir apporter ci-dessous tout autre commentaire, remarque ou souhait que vous désirez exprimer.
Please add any other comments and recommendations here.

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PAN AFRICAN CIVIC ORGANIZATION TRAINING PROGRAM
Cotonou, Benin

I. OVERVIEW

The National Democratic Institute for International Affairs (NDI), sponsored a seminar in Cotonou, Benin, from August 12 to 15 designed to assist the development of civic organizations throughout Africa. The seminar gave participants from Francophone and Anglophone Africa the opportunity to share practical skills, techniques and strategies. Thirty participants representing 20 civic groups attended. The countries represented were: Benin, Botswana, Burundi, Central African Republic, Ethiopia, Malawi, Mali, Namibia, Niger, South Africa and Zambia. NDI emphasized the participation of women, who constituted about one-third of the attendees. A number of African and non-African experts served as facilitators.

Civic organizations in Africa often relate most closely to their respective members and supporters. However, the quality and frequency of communication between civic organizations both in and between countries and regions can vary greatly. Although tradition has created considerable differentiation between Francophone and Anglophone Africa, common challenges face all civic organizations in post-election periods. Some of the civic groups were new to the democratic process, such as the Ethiopia-based A-BU-GI-DA; while others, such as the Zambia-based Women's League, Foundation for Democratic Process, were more experienced. Many of the organizations represented had formed to support and monitor their country's first competitive, multiparty elections. Subsequently, these groups were debating how they could contribute to the consolidation of domestic systems in post-election periods in their respective countries. As Rosemary Mulumo from the National Women's Lobby Group in Zambia said: "Everything changed once elections took place. There were new terms like 'multiparty' and 'privatization' that we did not understand."

NDI therefore invited international experts to conduct workshops and facilitate discussion at the seminar. They included: Taofiki Aminou, secretary general of the Study and Research Group on Democracy and Economic and Social Development in Africa (GERDDES-Afrique); Marianna Drenska, national coordinator for the Bulgarian Association for Fair Elections and Civil Rights (BAFECR); Dan Gerber, country director for Africare, a U.S. based NGO focused on African rural development; Steven Lutterbeck, an NDI project officer in Ethiopia; Nina Robbins, vice president for Resource Development at the Women's Legal Defense Fund (WLDF) in the United States; Adrian Sorocscu, program director for the Pro Democracy Association (PDA) in Romania; and Wanda Williams, NDI's project director in Kenya. The three-day seminar was composed of plenary sessions on the role of civic organizations in emerging democracies, their role in the post-election periods and civic organization capacity building. During the second and third days participants separated into four smaller groups to discuss democratic decision-making, structure of civic organizations, communication, accountability, openness, financial management, definition of responsibilities, leadership development, fund-raising, public relations and media development.

II. OBJECTIVES OF THE SEMINAR

The objectives of the seminar were:

- to identify techniques and strategies that grass-roots civic organizations can use to enhance their involvement in the democratic process;
- to identify potential areas of involvement in post-election periods, such as electoral participation, voter and civic education, and transparency in government;
- to provide a forum for African civic organizers to exchange ideas regarding the challenges facing their respective democracies;
- to foster an informal network of African civic organizers; and
- to develop and distribute training materials for grass-roots civic organizations on effectively engaging in the democratic process.

III. SEMINAR PROCEEDINGS

Benin's Minister of Social Welfare, Koubourath Osseini opened the seminar by addressing the importance of civic organizations in emerging democracies and emphasizing the external factors that inhibit the political involvement of civic organizations. Osseini discussed the political situation in Benin and the events that led to the increased involvement of civic organizations in the country. She talked about the importance of democracy for political and economic stability and stressed the relationship between government and civic organizations.

The seminar topics were enhanced by the credibility lent them by Osseini's stature as a cabinet member. Osseini particularly encouraged women participants to be more involved in the political process.

A) The Role of Civic Organizations in Emerging Democracies

The opening plenary began with Adrian Sorescu discussing Pro Democracy's development in Romania. Sorescu discussed how PDA developed a plan to ensure government transparency. He said PDA organized roundtables and town meetings with local and national officials to foster government accountability and responsiveness.

Taofiki Aminou of GERDDES outlined his group's objectives. Aminou talked about the continuation of the role of GERDDES in election processes and about the group's publishing of annual reports on democratic institution-building in African countries. He said the annual reports were intended to disseminate information about democracy in Africa. Lastly, Aminou highlighted a number of institutional and organizational challenges GERDDES overcame.



Ntombazana Gertrude Winfred Botha from the South Africa-based Lawyers for Human Rights organization addressed two issues: the role of non-governmental organizations (NGOs) in the consolidation of democracy and gender equality in government, education and the private sector. Botha said that South Africa is different from most African countries because of the sophistication of its civil society. For example, she said there are 54,000 civic organizations in South Africa and every sector of society is highly politicized.

Botha said that in nascent democracies civic organizations lay the groundwork for the consolidation of democracy. In South Africa, she said, civic groups that received foreign aid in the pre-election period are in jeopardy because that aid has been redirected toward the government. Botha said the South African government has a national reconstruction and development plan that does not include the experience of the NGO community. "The government is very suspicious of the NGO community and questions their capacity to contribute to this effort," she said. The government, she assented, is using foreign contractors that are unfamiliar with the needs of South Africans. As a result, she said, many South African civic organizations are now defunct and others are forming coalitions.

Botha also addressed the role of women in the democratic process in South Africa. Women are underrepresented in business, education and politics. Since its founding in 1912, the African National Congress (ANC) has claimed to be sensitive to gender roles. Botha noted, however, that women were not allowed to join the party until 1943. South Africa has no ministry devoted to the concerns of women, but the government has established a quasi-governmental gender commission. However, Botha said the commission is inadequate because it is not reflective of all women in society.

After Botha's remarks, members of each civic organization discussed challenges to the consolidation of democracy in their respective countries. They also described the function of their organizations during the transition to democracy. For instance, some of them were involved in voter education, and others focused on election monitoring. The exercise highlighted differences and similarities among the civic organizations. Sassman from Namibia remarked in closing: "The life of NGOs is relatively short. We do not want to create another class of NGOs. In fact, the ultimate objective of the NGO is to be obsolete."

B) Workshops: Defining Goals and Objectives, Developing a Plan and Implementing It

The workshops focused on the setting and achievement of goals. During the workshops participants defined the objectives of their respective organizations and discussed specific techniques and plans for achieving those objectives. The first workshop addressed: 1) identification of a public need; 2) definition of an organization's goal in response to the identified public need; 3) determination of an organization's priorities; and 4) advocacy, information gathering and civic education. Discussion in the session highlighted the participants' divergent experiences and led to participants emphasizing the need for inter-regional communication among civic groups.



The second workshop proved to be difficult. Due perhaps to the general nature of the topic, discussion lacked focus. In retrospect, the facilitators should have defined clearly what their roles would be during the workshop, identified specific objectives and explained clearly the methods that were to be employed to meet those objectives. Discussion should have been encouraged but only within parameters that kept the focus on pertinent issues.

Despite the problems encountered, the second workshop did promote constructive discussion. Participants addressed specific grass-roots, information-gathering techniques such as focus groups and polls. Also in discussion, participants raised some important questions: What if a NGO does not have the ability to respond adequately to perceived needs regarding democratization within society? Are the issues confronting a society and its civic organizations always apparent? If so, how do NGOs prioritize?

Workshop participants also discussed the role of donors in civic organization work. Participants expressed some frustration because donors often set the parameters for the work of civic organizations. They said that often the rules set by donors are detrimental to the activities of a civic organization. Because funding does not always arrive in a timely manner, civic groups are forced to scramble to spend the monies they receive amid severe time constraints. In such situations, civic groups often have to adjust their plans or objectives. Participants discussed alternative funding options to avoid this vulnerability. Suggestions in this regard included engaging in profit making businesses, local fundraisers, annual membership dues and contributions.

C) NDI Staff and Facilitators Meeting

After the first day of plenary sessions and workshops, NDI staff met with the facilitators. The group decided to re-emphasize to participants the objectives of the seminar and to highlight the importance of the workshops in which participants were expected to develop specific programs or activities. NDI staff members reiterated to the facilitators that it was necessary to begin workshops by clearly defining their roles as facilitators, stating the session's objectives and detailing the methods that would be used to achieve the objectives.

D) The Role of Civic Organizations in Post-Election Periods

The second plenary began with a discussion about specific programs that civic groups can undertake in post-election periods. The projects mentioned included: work in legislative oversight and transparency, civic education concerning the fundamentals of democracy, the functioning of democratically elected governments and the role of the military in a democracy; preparations for future elections; and political party training.



Adrian Sorescu, the Pro Democracy Association (PDA) director, talked about several projects his organization undertook after recent elections in Romania. PDA organized roundtables and town meetings that were intended to demonstrate to national legislators the importance of maintaining contact with their constituents. As well, these activities highlighted the responsibilities of citizens and stressed keen awareness of those responsibilities. Sorescu said that citizens must be informed, must be active rather than reactive and must establish links with their legislators. Participants asked Sorescu about coordination of his group's activities and about the methods PDA used to solicit citizens' ideas. They also were interested in how PDA set its priorities and implemented its subsequent strategy. Sorescu said that often PDA organized town meetings, canvassed, and called citizens over the telephone to solicit their ideas. He also explained that depending on the issue and the capacity level of the PDA at the time an issue arises, they place the new issue at the forefront or in order of importance.

Taofiki Aminou discussed two programs that GERDDES plans to begin in Benin since the 1991 elections. One program, on good governance, would entail a series of seminars in Benin and other countries in the region, Aminou said. A second program would involve a similar seminar series on ecology. It would stress that the maintenance of a healthy environment is necessary for successful, long-term development, Aminou said.

Marianna Drenska emphasized her association's research. Drenska said BAFECR's use of surveys, questionnaires and other polling techniques enabled it to incorporate the concerns of citizens into the civic group's post-election work. After Drenska's remarks participants enthusiastically discussed the relationship between their respective civic organizations and citizens. Many participants said that the wide gap between civic groups and grass-roots activists must be closed if civic groups are to remain aware of citizens' needs. Despite the necessarily political and institutional focus of post-election activity, civic groups should place citizens' concerns foremost when planning post-election activities, they said.

During a discussion about communication, some participants talked about the specific means of communication their groups have used to educate citizens. These methods included traditional plays, canvassing, poetry and songs. But Pieter Groves of the Rural Network Cape Region in South Africa said that civic groups must reach further. Groves said civic groups must consider new methods of communication with the people and should attempt to reach people through mosques and churches. Civic group activity in African countries is hampered, he said, because it requires government sanction. Thus, to better perform their duties civic groups have to find ways to avoid going through the state, he said. Groves also addressed another communication issue when he noted that his organization is often unfamiliar with the work of other civic groups in South Africa. At times, organization of NGOs within a country around a particular issue would be beneficial to all groups, he said.



E) Workshops: Transparency in Government

Nina Robbins led a workshop in which participants examined the means civic groups can use to promote transparency in government. Robbins, of the U.S. Women's Legal Defense Fund, described the U.S. political system. She detailed the different functions of the three branches of government in the United States and emphasized the system of checks and balances that connect them and regulate government activity. Robbins subsequently described how her organization targeted the legislative branch of government during recent debate on health care reform. After soliciting the opinions of women throughout the United States, WLDF members attempted to influence Congress by writing letters to members of Congress, attending congressional hearings on health care and testifying before congressional committees, she said. Similarly, when new laws are considered in the courts, WLDF attempts to influence judges by submitting "friend-of-the-court" briefs concerning the issues, she said.

Sorescu explained how BAFECR, by lobbying and by organizing town meetings, influenced legislators considering legislation that ultimately resulted in land redistribution. Some participants were particularly interested in transparency as a way to ensure accountability of civic servants. In a second workshop on transparency in government, participants were less interested in examining the concrete functions of government than in discussing what Pieter Groves called "murky areas." Specifically, they were interested in establishing internal checks on government that would ensure that the state operated under strict, transparent codes of conduct.

F) Women in Politics

The most animated plenary session focused on women in politics. The panelists included: Elaine Alagbada, from the Association of Women Jurists for Niger; Groves; Mulumo; Dahlia Vyunguza, from the Iteka League; and Elhadji Bagnou Bonkougou, from the Niger League for the Defense of Human Rights. The panelists addressed equality, race and religion as they affect women's role in politics. Because women are subject to discrimination in traditional African societies, the panelists said, they must challenge the cultural values of their societies to achieve equality in the workplace and in education. But confronting traditional values involves risks that many women are reluctant to take, they said.

When discussing religion the panelists concentrated on Islam, which they considered to be both discriminatory toward and liberating for women. Several of the panelists noted that women's lives are restricted in the Quran; other panelists argued that Islam provides a quality life for women. Bonkougou cautioned that, despite the need for laws protecting women's rights, change in an Islamic state has to be incremental. But Bonkougou also said that "all women are equal to men and the challenge is theirs. They must be brave and improve their own lot and claim their place in society."



When talking about race, Groves noted that all women are doubly burdened because they are mothers and workers. But he said that the difference between the struggles of black women and those of white women depends upon the historical and contemporary realities of a particular society. For example, Groves noted that black South African women, unlike many of the white women who employ them, have always worked. Today, these black women are not searching for jobs like their white counterparts but are struggling for better wages and more opportunities, he said.

Women and men in the audience participated freely, and many told stories about the situation of women in their respective countries. Most participants emphasized the empowerment of women through changes in customary and constitutional laws. "African women must serve two masters, tradition and modernity," Pumla Gquirana, a South African representing the Independent Forum for Election Education, said. "This places us in an awkward position. On the one hand, we aspire for recognition and respect within our cultures; and this comes from adhering to, and practicing cultural values, which can be discriminatory. On the other hand, modernity purports a different set of values that we also identify with and aspire toward. To survive we must find a place between the two."

G) Workshops: Gender Issues

After the plenary session, participants divided into English and French groups for workshops in which they examined gender inequality. In each workshop participants cited specific examples of discrimination and developed ideas for addressing the discrimination. Domestic violence was the central issue in each workshop. A commonly expressed belief among participants was that domestic violence is most harmful to women. Participants said that domestic violence creates fear in women and leads to a "culture of silence." Men use physical power to intimidate and abuse women and thus maintain power and control over the lives of women.

Most participants agreed that women need alternative ways to find security than marriage. In addition, they emphasized that laws must be enacted that will empower women to determine their own lives. Such laws would give women power over traditional values which deny women opportunity. Women need access to property ownership and that the division of labor between genders should not be culturally biased or unequal. However, one of the participants, after hearing strong criticism about African traditions and customs remarked: "Let us not throw away our traditions completely; there is something to be said for African traditions. The challenge is to get rid of the bad and retain the good."



H) Financial Accountability and Institutional Integrity

Steven Lutterbeck, an NDI field representative in Ethiopia, and Dan Gerber, of U.S.-based Africare, began the third day's plenary by reading fictitious headlines they had posted on the walls of the seminar room. The themes of the plenary were financial accountability and institutional integrity; and Lutterbeck and Gerber used the headlines -- "Aide Buys \$1,000,000 Home," for example -- to illustrate the misuse of resources by charitable organizations in the West. The exercise was also intended to remind participants that corruption occurs in the NGO community as well as in government. Lutterbeck and Gerber solicited participants' views on corruption in their countries and the need for accountability.

Lutterbeck and Gerber emphasized that the international donor community funneled considerable resources to African governments during the 1980s but were deeply concerned with the level of corruption. Donors therefore decided to channel the money directly to local NGOs, the discussion leaders said. They stressed that if corruption takes place at the NGO level, civic organizations' access to donor funds will be threatened.

D) Workshops: Hypothetical Scenarios

After the plenary, participants were divided into four groups and given a hypothetical scenario involving financial management and the development of internal mechanisms for ensuring accountability. The wide range of experience among participants became apparent in the lively workshop discussions. For example, Southern African participants were more familiar with organizing methods than were other participants. Ethiopian participants, on the other hand, were much more cautious and hesitant, reflecting their relative lack of experience with civil society.

In a second group of workshops, participants considered a hypothetical scenario that concerned accountability, financial management, definition of responsibilities, public relations, recruitment and external networking. The hypothetical scenario involved the head of a NGO who hired her relative to work in the accounting department. Funds were missing and the Director found it difficult to release her relative. Wanda Williams, NDI field representative in Kenya, and BAFECD'S Sorescu encouraged participants to devise strategies to address problems presented in the scenario.

Participants discussed several issues related to the successful functioning of a civic group, including: opening a civic organization to public scrutiny, recruiting external auditors to monitor internal accounting procedures, using the media effectively and in a timely manner when controversy surrounds an organization, prioritizing objectives in an effective strategic plan and developing a network of civic organizations within a country.



IV. OBSERVATIONS AND RECOMMENDATIONS

The seminar was an initial effort by NDI to create an informal network among Africans of diverse backgrounds, experiences, and languages for future democratization work on the continent. The seminar highlighted the similarities and differences of democratization processes within and between Francophone and Anglophone African countries and also provided a forum for participants to discuss methods and strategies civic groups can use to effectively engage in post-election democratic activity.

The two most significant challenges faced in the planning of the seminar were: 1) effectively sharing techniques and strategies in a manner that would be relevant and practical to the participants' experiences and 2) encouraging participants to think creatively about practical applications of the information presented in the seminar. NDI intended a long-term result of the seminar to be the institutionalization of the informal network begun in Cotonou and the development of specific projects civic groups could pursue. These were ambitious goals given the diversity of the participants, the differences in languages and the allotted time. One issue that NDI will consider in future civic organizing programs in the region is the further incorporation of participants' expressed opinions and needs in the early stages of program development.

The significant representation of women among the participants provided a unique perspective because female participants offered insights that men probably would not have considered. Women took the lead in several workshops and contributed greatly to discussion. Also, it was beneficial for male participants to hear women's concerns directly from women. The plenary sessions introduced participants to central topics and broadly depicted the issues that were discussed in workshops. In the plenaries, participants heard different perspectives and thought critically about how the issues affected their lives and work in their own countries. The structure of the sessions, in which discussion was encouraged, gave the participants time to absorb some of the issues, reflect on them and respond during the workshops.

The workshops, the most important component of the seminar, provided a framework for discussion of practical methods for addressing the issues. At first, facilitators and the other participants had different expectations for the workshops. Participants expected more instruction, while facilitators viewed their roles as moderators who stimulated discussion. After the first day of workshops, however, the participants became more at ease with the open discussion format of the workshops. It became obvious to NDI organizers and to participants that there were many issues to cover and that they could not all be considered at length. Rather than skimming the surface of all issues related to civic organizing, the program organizers narrowed the focus to cover the most relevant issues in greater depth.



The hypothetical scenarios used in the workshops enabled participants to escape their individual perspectives when considering issues and, at the same time, to have fun. The facilitators developed the hypothetical scenarios as the seminar was in progress thus allowing them to present scenarios that were particularly relevant to the participants. The most substantive discussions in plenaries and workshops concerned: methods of involving women in democratic development, civic education about the fundamentals of democracy and projects designed to enhance parliamentary transparency. Judging from the discussion in Cotonou, future focus on these areas is clearly warranted.

Another issue that generated considerable discussion was the relationship of civic groups to newly elected democratic governments. Francophone participants emphasized the need for civil society to play an oversight role and thereby serving as a potential check on government abuse of power. Yet Southern African participants -- particularly South African activists -- viewed the relationship in more benign terms, preferring to see it as a potential partnership. The difference in perspectives clearly was the product of different circumstances and experiences. However, it was evident to all participants that a symbiotic relationship between government and civic organizations risked compromising the latter's independence and institutional integrity.

A final point of discussion that deserved more attention than time permitted was the question of resources and civic groups' reliance upon foreign donors. The facilitators urged the other participants to examine ways that monies could be generated locally through such methods as the selling of products, services or subscriptions and through raffles or fund-raising drives. Participants were made aware that civic groups could not assume that foreign funding is available and that foreign support for NGOs engaged in democratic development work could prove to be transitory, particularly if international assistance priorities change. Additionally, the discussions emphasized that foreign donors have their own restrictions, requirements and objectives, which may or may not always concede with the needs and goals of domestic organizations. Participants noted in discussion that over reliance upon foreign sources of funding can have a corrosive effect upon a civic organization's institutional integrity and objectives.

V. FOLLOW UP

NDI proposes a seminar designed to enable representatives from African civic organizations to pool their expertise in the area of civic education materials. Emphasis would be placed on print materials, the use of electronic media such as video and radio, and performing arts as democracy education tools, and international experts in each of these fields would participate in the seminar. The aims of the seminar would be two-fold; to share material already developed and to provide ideas on training on the development of future materials.



Three specific areas of programmatic focus will be selected. NDI anticipates that these will be voter education, women's participation in democracy and local government functioning. Since a major emphasis will be on empowering African civic groups, particular emphasis will be placed on soliciting participants' input on the precise agenda and format prior to the seminar. A major element in evaluating the success of the project will be the production of material, either during the seminar or subsequently. Examples include, the voter education kits that were used in Mozambique during the recent presidential elections, and the public service announcements broadcast over South African radio during their national presidential and legislative elections. Participants would design new civic education materials that would be used in their respective countries. Participants will include 20 civic organizers from the above seminar, 25 Ivorian civic organizers and 20 other Africans involved in civic education. Emphasis will be placed on creating new civic education materials and open communication between African civic organizations.



Appendix A: List of Participants, NDI Staff and Trainers





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BENIN - CIVIC ORGANIZATION TRAINING

Cotonou, Benin

August 12 - 15, 1994

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Appendix B: Draft Agenda



Draft Agenda - Subject to Change

AGENDA

CIVIC ORGANIZATION TRAINING PROGRAM

COTONOU, BENIN

AUGUST 10-15 1994

Below is a tentative schedule for the civic organization training program that will take place this summer in Cotonou, Benin.

Wednesday August 10-International trainers arrive and are briefed by NDI staff.

Thursday August 11

10:00 NDI Staff and Trainers meet to discuss the specifics of the agenda: Plenary sessions, workshops, and exercises.

Friday August 12 Participants arrive

10-12:30

Trainers and NDI staff will meet again to finalize the agenda.

6:30-7:00: Registration

7:00-8:30: Dinner/Introduction of Trainers

8:30-9:30

Keynote address: The role of Civic Organizations in democratic development. The topic will focus on the importance of civic organizations in the democratic process. The keynote speaker will also discuss NDI's involvement with civic organizations and basically set the stage for discourse. That individual will challenge the participants by highlighting areas that civic organizations ought to be engaged in and discuss some of the difficulties involved in working in those areas.

Saturday August 13

7:30 Breakfast

8:30-10:30 **OPENING PLENARY: THE ROLE OF CIVIC ORGANIZATIONS IN EMERGING DEMOCRACIES.** The trainers for this workshop will be **Marianna, Michael, Steve, GERDDES, Adrian, and a participant.**

Discussions in this plenary session will be led by at least three panelists, one of whom will be an African. In the plenary we will expect the panelist to discuss broadly the importance of civic organizations in democratic societies. Panelists are expected to draw examples from their own personal experiences working with civic organizations in their respective countries. Panelists will discuss specific challenges they face and how they were able to impact the democratic process by transcending some of the challenges. Specifically, trainers will answer the following questions: What were some of the external obstacles they faced? What steps did they take to overcome them? How were they able to prioritize their responsibilities? Was there fear or intimidation from the government and if so, how did they overcome it? What were some of the internal problems? What general lessons did they learn that might apply to other civic organizations?

10:30-10:45; Coffee break

10:45-12:30

Interactive exercise

In this session 1 or 2 members from each civic organization will speak on specific challenges they face in their respective countries. Participants will give a description of the civic organization they belong to and explain briefly how the organization functioned during the period of democratic transition. We anticipate Ed Brown moderating this session. Ed will ensure that speakers do not take too much time. The purpose of this exercise is to familiarize the participants with the interactive and participatory nature of the seminar, while laying the foundation for discussions in the workshops. It also is a logical flow from the plenary session discussions.

12-2:30: Lunch

2:30-4:45 Note:—The workshops will be designed to provide a forum for further in depth discussion of main topics discussed during the plenary sessions. Trainers: **Michael, Nina, Marianna and GERDDES**

Session I workshop A: **Defining Goals and Objectives: Developing a Plan (this workshop will**

be sub-divided.)

This workshop will dwell on how civic organizations determine goals and objectives and offer specific techniques for implementing a workable plan of action. During this session participants will be asked to define the goals of their organizations. Participants will also discuss areas in which they think they will engage in the future. Trainers will ask the participants to do an assignment focusing on developing an activity and effectively implementing it in a particular context. The assignment will be a realistic hypothetical situation that would require participants to draw information from the workshops. It will be due at the end of the conference so that participants can incorporate lessons from the workshops on functional areas and capacity building.

- Identification of a public need
- Define organization's goal
- Determine organizations priorities
- Advocacy and/or information gathering and civic education

Session I workshop B: Implementing Goals and objectives

- Plan of action
- methodology
- Strategizing

4:45-5:00: Coffee Break

5:00-7:00: Repeat of session I workshops with an alternation of moderators or participants.

7:00: Dinner Outside of the Sheraton (Akwaba Restaurant)

Sunday August 14

7:30 Breakfast

8:30-10:00

PLENARY SESSION ON CIVIC ORGANIZATIONS IN THE POST ELECTION PERIOD.

In this session panelists will discuss the specific challenges that civic organizations face in the post election period. Considering that most of the civic organizations were formed initially for the purpose of monitoring party elections in the transition period. They will explore prospects for broadening their areas of concentration in order to sustain some of the gains made so far; building on them to enhance the role of civic organizations in the democratic process and improve their interaction with institutions of government. Panelists will answer the following questions: What should the relationship be between the government and the civic organization?

How do you adequately develop a positive open relationship with government? What factors exist in the post election period that require special attention? What should be the criteria when trying to prioritize activities? Trainers: Marianna, GERDDES, Adrian, and 1 participant

10-10:15: Coffee Break

10:15-12:00 Session II workshop A: ENSURING TRANSPARENCY

This workshop will identify functional areas in which civic organizations can be effective and provide strategies and techniques for fulfilling the requirements and responsibilities for working in those areas. The workshop will provide concrete examples and models that participants can use. Specifically, the workshop will highlight different techniques related to the areas discussed. Trainers: Nina, GERDDES, Adrian

- Transparency in governance: Why is it important and how to achieve it within governing institutions.
- Executive: Making important decisions public. access to information, public hearings, open meetings, regulatory function of the Executive
- Judiciary: Publishing court decisions, monitoring judicial proceedings, encouraging citizen input in the judicial process, bringing forth complaints, contributing to the Bar selection, developing an advisory board.
- Legislative: Making the legislative process open and participatory.
- Local government: Informing the public of important decisions and organizing town meetings, and open forums or other avenues for grassroots participation.

Session II workshop B will have the same approach, only the topics of concentration will be different. The objective of these workshops is to provide participants with real life functional areas that civic organizations are involve in and assisting them to enter these areas effectively with resources and skills to function well while their involved. Trainers Michael, Marianna

- Opinion gathering methology (polls/focus groups)
- Civic Education/Voter Education
- Participatory Democracy
- local government and grassroots mobilization

12:00-1:30: Lunch

1:30-3:30

During this session we will invite three women participants to discuss the role of women in civic

organizations and women candidates, focusing on the challenges associated with getting into political office. The third participant will link the two topics by drawing on similar challenges in both areas and discuss appropriate strategies for empowerment.

3:30-5:30

Repeat session II workshops

5:30-6:30

Group Consultations

8:30-11:00: Reception

Monday August 15

8:30-10:00

PLENARY SESSION ON CIVIC ORGANIZATION CAPACITY BUILDING

During this plenary session discussions will focus on the different organizational issues that create or inhibit institutional growth and development. Panelists will talk about areas within civic organizations that need strengthening and cite examples of ways in which these needs could be addressed. Specifically, trainers will discuss some of the day-to-day challenges, management styles and staffing. Trainers: **Dan, GERDDES, 1 Participant**

10-10:15: Coffee Break

10:15-12:00 Session III workshop A: **Structural Issues and Management**

This workshop will focus on institutional issues that inhibit and/or promote civic organizations ability to promote democratic culture. Trainers: **Dan, Steve**

- Democratic decision making
- Structure of the organization
- Communication, accountability and openness
- Financial management
- Defining responsibilities

Session III workshop B: **Capacity building and Outreach**

This workshop will discuss ways to increase the capacity of civic organizations by

exploring how to provide empowerment them and make them more effective in their respective countries. We would like trainers to emphasize network building and offer different techniques for recruiting new members, volunteers, and establishing local chapters. Trainers: **Nina, Michael, and Adrian**

- Leadership development
- Fundraising
- Public relations and the media/message development
- Volunteer recruitment
- External networking

12-1:30: Lunch

1:30-3:00: Repeat Session III workshops

3-3:15: coffee break

3:15-6:30: field trip: Eldorado

7:30-9:00

Assignments turned in, evaluated, and discussed

9:00

Closing

Appendix C: Post-Seminar Questionnaire





**NATIONAL DEMOCRATIC INSTITUTE
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**NATIONAL DEMOCRATIC INSTITUTE
FOR INTERNATIONAL AFFAIRS**

Séminaire Inter-Régional sur le Thème:

**LE ROLE DES ORGANISATIONS
CIVIQUES PENDANT LA PERIODE
POST-ELECTORALE**

*du 12 au 15 Août 1994
à Cotonou, République du Bénin*

QUESTIONNAIRE

*Veillez retourner ce questionnaire avant la fin du séminaire.
Please return this questionnaire before the end of the seminar.*



conducting nonpartisan international programs to help maintain and strengthen democratic institutions

1. Avez-vous été satisfait de la préparation matérielle du séminaire?
Were you satisfied by the logistical preparation of the seminar?

2. Avez-vous rencontré des difficultés lors de votre participation à ce séminaire? Si oui, lesquelles?
Did you encounter specific problems during your participation in the seminar? If so, what were they?

3. Qu'attendiez-vous du séminaire avant votre arrivée?
What were you expecting from the seminar?

4. Quelle est la communication qui vous a semblé la plus enrichissante?
Which element was for you the most worthwhile?

5. Avez-vous des suggestions sur d'autres sujets qui auraient dû être inclus dans le programme? Pensez-vous que le champs de discussion aurait dû être plus restreint?
Do you have suggestions regarding other subjects which should have been included? Should the subject area of the seminar been more restricted?