



USAID | MALI

FROM THE AMERICAN PEOPLE

Issuance Date:	September 12, 2017
Deadline for Questions:	September 22, 2017
Closing Date:	October 20, 2017
Closing Time:	10:00 PM (Mali time)

Subject: Notice of Funding Opportunity – RFA-688-17-00000 for implementing the Mali Electoral Support Activity.

The United States Agency for International Development Mission in Mali (USAID/Mali) is seeking applications for a cooperative agreement from all qualified organizations to fund a two year activity temporarily entitled "Mali Electoral Support Activity (MESA)" as fully described in Section A, Program Description. Eligibility for this award is not restricted. See Section C for eligibility requirements.

Subject to the availability of funds, an award will be made to that responsible applicant whose application best meets the objectives of this funding opportunity and the selection criteria contained herein. While one award is anticipated as a result of this Notice of Funding Opportunity (NFO), USAID reserves the right to fund any or none of the applications submitted.

The authority for this Request for Application is found in the Foreign Assistance Act of 1961, as amended. This NFO consists of this cover letter and the following:

- Section A – Program Description;
- Section B – Award Information;
- Section C – Eligibility Information;
- Section D – Application and Submission Information;
- Section E – Application Review Information;
- Section F – Award and Administration Information;
- Section G – Agency Contact(s);
- Section H – Other Information/Annexes

Subject to the availability of funds, USAID anticipates awarding one (1) two-year Cooperative Agreement with an anticipated Total Estimated Amount not to exceed \$6,000,000. Issuance of this request does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. The Application is submitted at the risk of the applicant; all preparation and submission costs are at its expense.

Applications and questions shall be submitted by email not later than the due date specified above to bamakoaa@usaid.gov. Answers to question and any additional information regarding this NFO will be provided through an amendment to this NFO and posted on <http://www.grants.gov>.

Sincerely,

Robert P. Schmidt, Jr.
Agreement Officer

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Acronyms/Abbreviations

AO	Agreement Officer
AOR	Agreement Officer Representative
ADS	Automated Directives System
CDCS	Country Development Cooperation Strategy
CENI	National Independent Election Commission
CEP	Civic Engagement Project
COP	Chief of Party
CSOs	Civil Society Organizations
CV	Curricula Vitae
DGE	General Office of Elections
EMB	Electoral Management Bodies
GOM	Government of Mali
ICT	Information and Communication Technologies
NFO	Notice of Funding Opportunity
MAT	Ministry of Territorial Affairs
MESA	Mali Electoral Support Activity
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
PAPEM	Project to Support the Electoral Process in Mali
RFA	Request for Application
SNGP	Sub-National Governance Project
UNDP	United Nations Development Program
USG	United States Government

SECTION A – PROGRAM DESCRIPTION

I. INTRODUCTION

Maliens want democracy and good governance. Citizens turned out in record numbers for the 2013 elections, even in insecure areas, demonstrating their will to restore democratically elected government. In interviews conducted in December 2014, 75 percent of Malians surveyed by Afrobarometer researchers responded that democracy is preferable to any other kind of government.¹ According to the same survey, however, only 44 percent of respondents are “very satisfied” or “fairly satisfied” with the way democracy works in Mali.

Mali is due to hold as many as seven distinct electoral events in 2017-18. These shall start by-elections in the 58 communes where elections could not be held in 2016 (due to the security situation), along with district (cercle) and regional elections, are needed to complete the electoral cycle initiated in 2013 and have been tentatively scheduled for late 2017. Presidential (up to two-rounds) and legislative (two-rounds) elections should be held in the summer and fall of 2018, respectively, and are the focus of this activity. A popular referendum on proposed constitutional revisions originally planned for July 9, 2017 but later postponed by the Malian Government for a later date has not yet been confirmed. Presidential (up to two-rounds) and legislative (up to two-rounds) elections are expected to be held in the summer and fall of 2018, respectively.

Maliens want democracy and good governance. Citizens turned out in record numbers for the 2013 elections, even in insecure areas, demonstrating their will to restore democratically elected government. In interviews conducted in December 2014, 75 percent of Malians surveyed by Afrobarometer researchers responded that democracy is preferable to any other kind of government. According to the same survey, however, only 44 percent of respondents are “very satisfied” or “fairly satisfied” with the way democracy works in Mali.

While two years have passed since the signing of the *Agreement for Peace and Reconciliation* in Algiers, many citizens have yet to see the anticipated peace dividends. Persistent insecurity, particularly in the North and Center of the country, is fueling growing public frustration over the limited progress in implementing the peace accord. Cercles and communes remain outside of the Government of Mali’s control in the north and central of the country and successive delays in organizing local and regional elections have hampered decentralization efforts. Corruption also continues to erode political, economic and social life in Mali. The population is increasingly expressing social discontent, with doctors, teachers and judges organizing strikes in recent months to demand improved salaries and working conditions.

The 2018 presidential and legislative elections will be a critical milestone for stability and democratic consolidation in Mali. The stakes for these elections are high. If timely, credible and inclusive, the 2018 elections could accelerate implementation of the peace agreement and open the door to greater citizen engagement in the political process, more accountable governance and development gains throughout Mali’s territory. If, on the other hand, elections are delayed, or cannot be held throughout the country or fail to attract broad citizen participation, particularly of traditionally marginalized groups², then this could result in further setbacks to the peace process and a worsening of the security situation. Malians might disengage further from political life and seek to resolve more grievances outside the formal system. In short, there is a risk that Mali could become increasingly lawless and ungovernable, thereby threatening not only the well-being of its own citizens, but also the stability of the broader Sahel region.

1

http://afrobarometer.org/sites/default/files/publications/Policy%20papers/ab_r6_policypaperno36_do_africans_want_democracy.pdf

² For purposes of this program description, “traditionally marginalized groups” includes women, youth, minorities, persons with disabilities and members of other groups that have historically been excluded from formal and informal power structures in Mali.

To help advance peace, reconciliation and more accountable governance through credible and inclusive national elections, USAID/Mali invites qualified organizations to submit applications for the Mali Electoral Support Activity (MESA). Specifically, this two-year cooperative agreement will work to advance the following three objectives:

1. Promote informed citizen participation in the 2018 electoral process, with a particular focus on voters who are women, youth and from other traditionally marginalized groups;
2. Strengthen public confidence in the 2018 elections by supporting credible, non-partisan domestic organizations to effectively monitor the entire electoral process and to advocate for key elections and political processes reforms; and
3. Support implementation of the 2015 gender law by partnering with civil society and political parties to increase women's leadership and political representation;
4. Support political parties to contribute to a peaceful electoral process.

II. BACKGROUND AND COUNTRY CONTEXT

From the start of multiparty politics in 1992 through 2009, Mali held successive democratic elections and was viewed as one of the more stable countries in West Africa. This image was shattered when a military coup overthrew the elected president in 2012, with secessionist groups and heavily armed extremists taking advantage of the weakened leadership to assume control of the northern part of the country. The coup exposed deep inter-ethnic and regional divisions, as well as fundamental weaknesses in the country's elite-dominated political institutions and highly centralized mode of governance. Furthermore, it demonstrated that the central government was unable not only to deliver basic services in much of the country, but also to provide for security and the rule of law. While the country returned to democratic rule in 2013, the peace process has stalled and underlying factors that contributed to the crisis, including the lack of government responsiveness and endemic corruption, persist. With public dissatisfaction with the current government rising, the political class lacks a clear vision of how to advance the peace process, national reconciliation or Mali's democratic consolidation.

It is in this challenging context that Malian voters will be called to the polls as many as four times in 2018, for two rounds of presidential and two rounds of legislative elections. Despite a history of democratic elections, voter turnout is generally low in Mali, rarely exceeding 40 percent. The turnout of youth³ and women in particular, has historically been low. Mali's political institutions have tended to exclude women, youth and other traditionally marginalized groups, with very few political parties taking the concerns of these citizens into account in their programs. Not surprisingly, women and youth place less trust in electoral processes and government institutions than do other demographic groups. Women are 14 percent less likely than men to believe that their vote is totally free and 11 percent less likely to have full confidence in the electoral authorities, according to a 2014 Afrobarometer survey.⁴ In addition, fewer women and youth have valid national identification (NINA) cards or are registered to vote. Low voter participation among women, youth and other traditionally marginalized groups affects the quality of the electoral process and decreases the likelihood that citizens from these groups will feel empowered to engage and hold their elected officials accountable after the elections.

Further complicating matters: the capacity of Mali's three electoral management bodies – the Ministry of Territorial Affairs (MAT), National Independent Election Commission (CENI) and the General Office of Elections (DGE) - to organize and oversee the conduct of credible and transparent elections in 2018 is unclear. Changeover in the senior ranks of the MAT and CENI has led to capacity gaps in these two agencies, which is compounded by the lack of a clear electoral calendar against which to plan and to prepare.

³ USAID's Youth in Development Policy recognizes that USAID youth programs likely engage a broad cohort of 10 and 29 year olds. For the purposes of MESA and in the Malian context, youth is defined as 18 to 40.

⁴ Afrobarometer round six survey conducted in Mali in December 2014:
http://afrobarometer.org/sites/default/files/publications/Summary%20of%20results/mli_r6_sor.pdf

Slow progress with the implementation of the peace accord could also negatively impact the Government of Mali's ability to hold elections throughout the country in 2018. Increased violence and instability in the coming months could cause election delays, make it impossible to hold elections in some localities and augment the overall cost of holding elections. Furthermore, spoiler groups could potentially use the elections themselves as an opportunity to increase instability and try to de-legitimize both the elections and the peace process, given weak security in many parts of the country. Instability could also affect who decides to run and their ability to campaign freely (particularly women), as well as the reach of voter education and observation activities.

The 2018 presidential and legislative elections are essential for stability and democratic consolidation in Mali. If the country is to overcome the current political and security crisis, the 2018 elections must be transparent, inclusive and credible. Citizens must have reasonable confidence that the electoral process will be free and fair, and that their participation in the process is worthwhile.

III. LINKS TO USAID/MALI'S COUNTRY DEVELOPMENT COORDINATION STRATEGY (CDCS) DEVELOPMENT OBJECTIVES AND FOREIGN ASSISTANCE FRAMEWORK

Please review USAID/Mali's full [CDCS and Results Framework](#).

The Peace, Democracy, and Governance Office's projects contribute directly to the achievement of CDCS Development Objective (DO) 1: "Public Trust in Government Improved" and its three IRs:

- IR 1.1: Responsive and accountable local service delivery increased
- IR 1.2: Administration of justice (and respect for human rights) improved
- IR 1.3: Citizen participation in electoral processes increased

Improved public trust in government, expanded rule of law and increased stability are essential conditions for the success of USAID/Mali's Country Development Cooperation Strategy (CDCS) and the sustainability of ongoing United States Government investments in the health, education, and economic growth sectors. Under USAID/Mali's CDCS, MESA supports the achievement of Development Objective 1: Public Trust in Government Improved and Intermediate Result 1.3: Citizen participation in Malian electoral processes increased.

MESA is based on the following development hypothesis: If citizen participation in elections and political processes is increased - particularly among traditionally marginalized groups - and if the transparency of these processes is enhanced, then the public's trust in the credibility of the electoral process and in government institutions will improve. Improved public trust in government, expanded rule of law and increased stability are essential conditions for the success of USAID/Mali's Country Development Cooperation Strategy (CDCS) and the sustainability of ongoing United States Government investments in the health, education, and economic growth sectors. Under USAID/Mali's CDCS, MESA supports the achievement of Development Objective 1: Public Trust in Government Improved and Intermediate Result 1.3: Strengthened civic engagement to improve government accountability.

Cross sectoral approach

USAID Mali has identified governance as one of the three main pillars of its cross-cutting CDCS. The Mission's cross-sectoral approach for improving governance and increasing public accountability is rooted in the belief that the impacts of sectoral level projects in Health, Education, Agriculture, and Economic Growth cannot be sustained without strong and transparent governance processes in place.

USAID/ Mali's Peace and Democratic Governance (PDG) programming focuses on improving the supply and demand of services between the government of Mali and it's citizens with the goal of increasing civic engagement and public trust in the government. Programming addresses the broken social contract between citizens and their government by aiming to increase the effectiveness, transparency and legitimacy of key government institutions to deliver services and provide access to justice while building the capacity of Malian citizens and civil society to demand public accountability and oversight of on-going reforms.

IV. OTHER USAID FUNDED DEMOCRACY AND GOVERNANCE ACTIVITIES

USAID/Mali's Peace, Democracy, and Governance (PDG) office currently has a series of new programs over that have been awarded during the course of 2015-16. In addition to this election support activity, future areas of intervention include decentralization, justice system strengthening, and conflict mitigation. All new programs will have an over-arching theme of public accountability. In the meantime, the following is a list of active USAID-funded Democracy, Rights, and Governance (DRG) Programming in Mali:

Mali Peace Initiative: Awarded March 17, 2016, the purpose of the contract is to acquire services necessary to build Malian resilience to local conflict and radicalization by working with Malian government actors and local communities to improve perceptions of the Government of Mali (GOM), address priority development and reconciliation needs and strengthen women's voices. To do so, the contractor will negotiate and award a number of small grants in areas of Mali identified by USAID as susceptible to violent extremism. The small grants will promote participatory processes that lead to good governance and community cohesion in areas of Mali that USAID identifies as susceptible to violent extremism.

The Mali Justice Program: Awarded on December 15, 2015, this contract focuses on formal and informal justice sector to advance justice reforms and increase access to justice. It includes improving the institutional capacities of key justice sector institutions, especially the National Direction of Justice Administration and the courts, and increasing the availability of information on legal services, citizen rights, and justice-related reforms so that citizens better understand their rights under the Malian legal system. The Program also provides targeted legal and advocacy services along key trade routes to reduce the level of corruption.

The Sub-national Governance Program: Awarded on February 9, 2016, this contract capitalizes on renewed efforts to decentralize authority and resources in Mali (key to implementing the Algiers Peace Accord), this project will increase service delivery by: 1) strengthening national and sub-national public financial management and administrative systems; 2) improving coordination and communication processes between the local and central government and civil society; and 3) building capacity of Mali's supreme audit institution so that it is able to conduct performance audits that meet international standards and monitor public spending at the national and sub-national levels.

The Civic Engagement Program: Awarded on August 12, 2016, the purpose of this Cooperative Agreement is to provide support to the Malian Civil society. The recipient will design and implement activities in Mali that will: 1) strengthen mechanisms of bottom-up social accountability, 2) strengthen Civil Society Organizations (CSOs) partnerships with the government and the private sector to develop public policy and advance issues of common interest, and 3) strengthen citizens' understanding of their rights and responsibilities, and empower them to engage with government actors.

The Participatory Peace Process in Timbuktu: Awarded on August 3, 2016, this two-year in program will provide a people-to-people approach to mediate inter-/intra-ethnic conflict in two cercles of the Timbuktu region. The recipient will build on the conflict mediation groups structure and implement activities that will make CMGs more inclusive, and as a result, more capable of producing peace agreements that are representative of the community and sustainable.

The Advancing Reconciliation and Promoting Peace in Northern Mali: Awarded on June 17, 2016, this is a two-year program with the goal of helping Malians secure a more peaceful future. Through a people-to-people approach that brings together women, men, and youth across the Tuareg, Arab, Fulani, and Songhai ethnic communities. It is implemented in Gao and Timbuktu through three interlinked objectives: 1) empower community leaders to advance the peace process; 2) support traditional, elected, and religious leaders to reduce violence and promote reconciliation within and between ethnic communities; and 3) reduce youth involvement in violence and armed groups.

V. PROGRAM GOAL AND STRATEGIC APPROACH

The overall goal of the Mali Electoral Support Activity (MESA) is to advance peace, reconciliation and more accountable governance through credible and inclusive national elections. This will be done by strengthening the will and capacity of citizens to participate in the 2018 elections as voters, activists, observers and candidates, and to advocate for key elections and political processes reforms and improved governance following the elections.

MESA is based on the following development hypothesis: If citizen participation in elections and political processes is increased - particularly among traditionally marginalized groups - and if the transparency of these processes is enhanced, then the public's trust in the credibility of the electoral process and in government institutions will improve.

MESA will be national in scope. Reflecting the geographical focus established in the CDCS, however, MESA will more heavily concentrate program interventions in conflict affected areas of Northern and Central Mali (Regions of Ségou, Mopti, Timbuktu, Gao, Kidal and the new regions of Menaka and Taoudeni), as well as in Bamako.

MESA will align with and leverage the Mission's ongoing Peace and Democratic Governance portfolio, and in particular with those activities that seek to enhance citizen participation as a means for bringing greater accountability into the system. It will also be coordinated with and complement the efforts of the other main development partners in the elections space in Mali. This includes primarily: the United Nations Multidimensional Integrated Stabilization Mission in Mali (*MINUSMA*), United Nations Development Programme (UNDP), European Union and Swiss Cooperation, as well as other bilateral and multilateral donors and implementing partners that will be providing technical and/or financial assistance to stakeholders in the 2018 electoral process.

MESA is built upon the following three key assumptions: 1) Presidential and National Assembly elections will be held in 2018; 2) UNDP will put in place a new multi-donor election support project, building on the previous Project to Support the Electoral Process in Mali (PAPEM), or another mechanism will be put in place in time to provide technical assistance for election administration; and 3) United States Government (USG) and/or other donor funding will be secured to support the activities under objective four.

MESA essential principles:

1. *Flexibility*: The activity design will incorporate regular risk assessments and flexibility to revise planned interventions, including the ability to adapt to potential electoral calendar delays, changes in security conditions on the ground and the changing needs of the USG and other key electoral stakeholders.
2. *Conflict Sensitivity*: Given Mali's fragility and the potentially destabilizing factors associated with the 2018 elections, the activity design will identify and propose measures to effectively mitigate conflict risk factors throughout the life of the activity.
3. *Gender Integration*: Women's full and equal participation and the integration of gender perspectives are hallmarks of democratic electoral and political processes. Robust gender analysis will inform activity design, implementation, and monitoring and evaluation. The activity design will integrate interventions to promote gender equality under each objective area; collect data disaggregated by sex as appropriate; and implement monitoring mechanisms to determine if activities are facilitating a more equitable role for women.
4. *Continuous Learning and Adaptation*: The activity design will build upon the successes and lessons learned from the USAID-funded "Mali: Promoting Peace and Reconciliation through Inclusive Political Party Dialogue and Strengthened Government Institutions" activity and the UNDP-managed "Project to Support the Electoral Process in Mali" (PAPEM), both implemented from 2013-16. It will also draw upon and seek to integrate learning from the implementation of other USG and other donor supported democracy, human rights and governance activities in Mali, as well as of electoral and political processes programs being implemented in similar country contexts.

VI. OBJECTIVES

The objective of this program is to assist the GOM in improving its electoral system to ensure fair and transparent presidential and legislative elections in 2018. USAID estimates contributing up to \$6,000,000 for the following program activities. The program is expected to contribute to the achievement of the following four objectives:

- Promote informed citizen participation in the 2018 electoral process, with a particular focus on voters who are women, youth and from other traditionally marginalized groups;
- Strengthen public confidence in the 2018 elections by supporting credible, non-partisan domestic organizations to effectively monitor the entire electoral process and to advocate for key elections and political processes reforms; and
- Support implementation of the 2015 gender law by partnering with civil society and political parties to increase women's leadership and political representation.
- Support political parties to contribute to a peaceful electoral process.

Recipients are asked to propose a name for this project.

Objective 1: Promote informed citizen participation in the 2018 electoral process, with a particular focus on voters who are women, youth and from other traditionally marginalized groups.

Free and fair elections are a key means of ensuring political accountability and gauging citizen confidence in government. For this mechanism to be effective, however, participation in elections and political processes needs to be significant and substantive. Malian citizens participated in the 2013 post-crisis elections in record numbers, but similar turnout levels are not guaranteed in future elections. Eligible voters need to understand what's at stake in the elections and the importance of their participation. They need to be able to make an informed choice among the candidates and platforms on offer. Most importantly, Malians need to be convinced that engaging in electoral and political processes is the best way to bring about positive changes and improved governance in their country.

Voter education and mobilization activities will be an important tool for achieving robust citizen participation in the 2018 electoral cycle. All election stakeholders need to understand the legal framework and their roles and responsibilities in the electoral process. It is through knowing their rights that citizens can hold government officials accountable. Part of this effort will also involve helping voters to understand the respective roles of Members of Parliament, regional, district and communal councils, following the election of these latter in 2016-17. While voter education will thus be critical in the immediate term, there will also be a need for continuing civic education well beyond the 2018 elections.

Over 70% of Mali's population is under the age of 30. While the majority of these citizens are under 18 and therefore too young to vote in the upcoming elections, over a million young people have come of age since the last national elections and could potentially exert major influence on the 2018 electoral process. In the 2013 elections, youth aged 18-22 were not well represented, as voter registration had not been conducted from 2009-13. The electoral authorities have since attempted to get more youth to register, but this age cohort remains underrepresented on the voter rolls. Voter education should focus on introducing first time voters to the mechanics of voting and key issues at stake, as well as encouraging these voters to actively participate in the electoral process. If engaged appropriately, youth voters could play an important role in strengthening democratic governance in Mali.

Voter education efforts started late in 2013, in part due to funding delays, and observers noted that activities were insufficiently coordinated on the ground. European Union observers reported inadequate levels of voter education in the field, and particularly in remote areas of the country, which likely contributed to a comparatively high null and void ballot rate during the first round of the presidential elections. Leading Malian civic activists have also noted that past voter education activities did not effectively target urban youth, young women, persons with disabilities or other traditionally marginalized groups. Technical and financial assistance to ensure effective and well-coordinated outreach to these groups should therefore be a priority in the lead up to the 2018 elections.

The media also have a key role to play in informing citizens, through public service announcements, election-related programming, and quality reporting on key national and local issues. In Mali, where radio is a primary means of getting information, radio programming in particular could be used to amplify voter education efforts and to enable voter education programming to reach a greater number of citizens. For the media to play this role effectively, however, journalists and radio hosts will need to understand the electoral framework, how to cover elections impartially, and the key issues on which the electoral contest is being waged. A combination of media training and self-regulation via an ethics charter or code of conduct for election coverage could help both print and audiovisual media to play a positive role in 2018.

Applicants are invited to propose activities that promote increased and informed citizen participation in the 2018 electoral cycle. Activities shall draw upon lessons learned from the successful approaches employed in the 2013 and 2016 elections and adapting them to the current context. Given the high rate of illiteracy (61.3% of the population 15 years and older cannot read and write) and the low internet and television penetration rates, particularly outside of Bamako, direct voter contact techniques should be privileged and amplified by local radio where possible. This may be accompanied by targeted use of social media and other information and communication technologies (ICT) for outreach to youth and urban populations. Civic and voter education messages should be developed in clear, easily understood terms, with messages translated into the main national languages to increase accessibility. Particular attention should be paid to crafting tailored messages for each group and for each election (presidential and legislative), to be delivered by the appropriate messengers and via participatory methodologies. For example, women's and youth organizations proved to be effective at educating and mobilizing their peers in the 2013 elections.

Sub-grants to CSOs should be accompanied by technical assistance, not only for the design and implementation of effective voter education and mobilization activities for the presidential and legislative elections, but also to strengthen the administrative, financial and monitoring and evaluation skills of partner organizations, thereby contributing to their sustainability.

All program interventions shall be closely coordinated with the electoral authorities and other partners supporting and implementing civic and voter education. MESA shall also be closely coordinated with USAID/Mali's existing Civic Engagement Project (CEP) and Sub-National Governance Project (SNGP) as well as with forthcoming activities to support peace and stabilization. Although support to CSOs to engage in the electoral process will be more narrowly targeted than the aforementioned activities, the beneficiaries and local partners will necessarily have some overlap. MESA will leverage CEP, SNGP, and other activities to extend the reach of voter education and mobilization activities, as well as to reinforce linkages between the targeted civic education being conducted via MESA and ongoing CSO advocacy and oversight activities being supported through the Mission's broader Peace, Democracy and Governance portfolio.

Applicants are encouraged to suggest both standard and custom indicators to track activity and program outcomes. Applicants are also encouraged to think creatively about how results will be effectively achieved.

Anticipated Results

USAID expect that this activity will contribute to achieving the following results which will be measured, at a minimum, through the indicators listed below:

- **Result 1.1:** Malian civil society organizations (CSOs) develop and implement coordinated and effective voter education and voter mobilization strategies primarily targeting traditionally marginalized groups.⁵
- **Result 1.2:** Organizational capacity of partner civic and voter education CSOs enhanced.⁶

⁵ MESA Result 1.1 aligns with USAID Mali's CDCS Sub-IR 1.3.1 Marginalized/Vulnerable Group Voter Participation Increased.

⁶ MESA Result 1.2 aligns with USAID Mali's CDCS Sub-IR 1.3.2 CSO Capability to Independently Report on Elections Improved.

- **Result 1.3:** Malian media provide accurate information about and impartial coverage of the electoral process.
- **Result 1.4:** Targeted civic education activities in the post-election period contribute to greater citizen understanding of their roles and responsibilities in governance, as well as those of their elected officials.

Below indicators are illustrative:

- Number of meetings held to coordinate efforts of voter education groups.
- Number of individuals receiving voter education through USG-assisted programs, disaggregated by sex and age.
- Number of individuals receiving civic education through USG-assisted programs, disaggregated by sex and by age.
- Number of voter education sessions held targeting traditionally marginalized groups.
- Percentage of registered voters who are women.
- Percentage of registered voters who are youth.
- Voter participation (turn out) rate for the presidential and legislative elections, disaggregated by sex and age (if available).
- Number of journalists trained in ethics and impartial coverage of the electoral process.
- Number of radio hosts trained on the electoral process and their role in ensuring equitable, non-partisan programming.
- Ethical election coverage charter produced and disseminated.
- Number of media professionals that adhere to the ethical election coverage charter.
- Number of individuals receiving civic education through USG-assisted programs, disaggregated by sex and by age.
- Change in organizational capacity of partner organizations from beginning to end of sub-awards.

The Objective 1 activities could include but not be limited to:

- Establish an advisory group to assist with the design and coordination of voter education and mobilization activities for the 2018 elections.
- Provide technical and financial (subgrants) support to CSOs and community-based organizations (CBOs) for targeted voter education activities in national languages, with a particular focus on women, young, first-time voters, people with disabilities and other groups that have not been sufficiently targeted or reached by prior voter education efforts.
- Support voter mobilization (“Get Out the Vote”) campaigns in national languages to encourage eligible citizens, and specifically those from traditionally marginalized groups, to turn out to vote. As appropriate, these activities may include a focus on mobilizing voters to register to vote, as well as to go to the polls on election Day.
- Organize issue-based discussions among candidates, via town hall-style discussions and/or via specialized radio and TV programming for elections.
- Provide training for media professionals on the electoral framework and on principles of effective and impartial media coverage of elections.
- Develop/update a charter on media ethics during elections and promote awareness of the charter and self-enforcement by media professionals.
- Train media professionals to improve their understanding of, and ability to report and facilitate debate on, key public policy issues during the electoral period and beyond.
- Facilitate post-election review of voter education and voter mobilization activities and discussion of lessons learned that can be applied to future electoral cycles and the design of civic education programming.
- Support targeted civic education activities on the roles and responsibilities of citizens and elected officials following the elections.

Objective 2: Strengthen public confidence in the 2018 elections by supporting credible, non-partisan domestic organizations to effectively monitor the entire electoral process and to advocate for key elections and political processes reforms

Election observation can increase public confidence in the electoral process and lend credibility to the results. Observer statements during the pre-election period serve to draw attention both to the positive aspects of the process and to areas for improvement, some of which can be addressed by the electoral authorities in real time. The presence of well-trained, nonpartisan observers - including those from traditionally marginalized groups - on election day can deter fraud and reassure both voters and political contestants that voting and counting processes were conducted fairly. Continued observation during the vote tabulation, results transmissions and complaints period can bring needed transparency to these processes and contribute to the peaceful acceptance of election results. Quality reporting throughout the entire electoral period can be a source of key inputs for post-election reform efforts, with domestic observers often playing an important role in building consensus on, and advocating for, such reforms.

Domestic observation will be critical for the transparency and credibility of Mali's 2018 presidential and legislative elections. Several local organizations have a history of observing elections in Mali, but observation efforts to date have focused primarily on election day rather than on the entire process. With USG and other donor support, several thousand domestic observers deployed to polling stations during the 2013 elections. USG-assisted observer groups strengthened their observation methodology in 2013 and 2016, with some groups employing sample-based observation and SMS technology for the first time to collect and report qualitative data on election day. Representatives of these groups have indicated that there is a need for better planning and coordination in advance of the 2018 elections, however, and have also expressed concerns about electoral security and its impact on their observation activities. Domestic observer groups have requested technical assistance to foster greater local understanding and ownership of technology, including for results database management. They have also recognized the need to strengthen their electoral reform advocacy efforts in the post-election period.

Applicants are encouraged to propose activities that build the capacity of credible, non-partisan domestic observers to effectively monitor the entire electoral process and to advocate for electoral and political processes reforms. The sequencing of the 2018 elections provides an opportunity for partner domestic observer groups to integrate lessons learned from monitoring the presidential elections, and then to apply them to their planning for the legislative polls later in the year.

All activities should be closely coordinated with the electoral authorities and other non-partisan domestic and international observer efforts. Particular attention should be paid to encouraging greater representation of women, youth, persons with disabilities and other traditionally marginalized groups within partner domestic observer organizations or coalitions. Sub-grants to organizations or coalitions of domestic observer groups should be accompanied by technical assistance to better integrate best practices for nonpartisan election observation and to strengthen the organizational capacity of partner organizations, thereby contributing to their sustainability.

Anticipated Results

USAID expect that this activity will contribute to achieving the following results which will be measured, at a minimum, through the indicators listed below:

- **Result 2.1:** Domestic election observation during the pre-election, election and post-election periods contributes to a more transparent electoral process.
- **Result 2.2:** Coordination among domestic and international observer organizations improved.
- **Result 2.3:** Organizational capacity of partner domestic observer organizations enhanced.
- **Result 2.4:** Capacity of domestic election observer groups to advocate for elections and political processes reforms in the post-election period strengthened.

Below indicators are illustrative:

- Number of coordination meetings held among observer groups.
- Number of domestic election observers trained with USG assistance, disaggregated by sex and by age.
- Number of domestic election observers deployed, disaggregated by sex and by age.
- Percentage of USG-assisted observers who successfully return completed observation forms on/immediately following election day.
- Number of methodological improvements implemented by USG-assisted domestic election observer groups.
- Number of statements issued by USG-assisted domestic election observer groups.
- Number of recommendations made to improve the electoral process.
- Number of recommendations that are acted upon by electoral stakeholders.
- Number of consensus-building forums held in the post-election period to advance electoral reforms.
- Change in organizational capacity of partner organizations from beginning to end of sub-awards.

The Objective 2 activities could include but not be limited to:

- Provide technical and financial assistance (sub-grants) to prepare Malian organizations to effectively observe each phase of the electoral process. This could include technical assistance to:
 - o Develop and implement effective recruitment and deployment strategies
 - o Review and enhance observation methodology, including for long term observation, electoral violence/hot spot monitoring and use of sample-based observation and ICT, as appropriate
 - o Build internal capacity to train trainers and observers at the national, regional and local levels
 - o Strengthen the capacity of partner organizations to conduct timely, fact-based reporting
 - o Develop and implement an effective communications strategy
 - o Build capacity to advocate for elections and political processes reforms following the 2018 elections.
- Raise awareness among Malian partner organizations of international and regional standards for observation, including the *Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations*, and encourage them to adhere.
- Conduct participatory organizational capacity assessments with any prospective subgrant recipients at the beginning and end of their agreements, and assist them to strengthen their institutional development during the life of their awards.
- Support the organization of regular coordination meetings among nonpartisan observer groups and with any international observer missions that are present for the 2018 elections.
- Support post-election review of observation methodologies, organizational management and implementation issues, and discussion of lessons learned that can be applied to future electoral cycles.
- Facilitate the organization of post-election consultations among electoral stakeholders to identify, build support for and promote priority elections and political processes reforms.

Objective 3: Support civil society and political parties to increase women's leadership and political participation, in keeping with the 2015 gender law.

Gender inequality is prevalent throughout all aspects of Malian life and women are especially underrepresented in public office. While women make up more than 50 percent of the population of Mali, only 14 of the 147 (9.5 percent) of National Assembly members are women. Twenty two percent of cabinet posts were held by women as of September 2017. Women are also underrepresented in the judicial branch and security sector: less than eight percent of Malian judges are female and women constitute only 10 percent of the army, 13 percent of the police, and seven percent of the gendarmerie

(which only began to recruit women around 2009). Furthermore, despite the fact that women and girls have been disproportionately impacted by the armed conflict in the North, women remain significantly underrepresented in formal peace process negotiations and structures.

Mali's ability to achieve its development goals is hampered by the fact that women are largely absent from decision-making positions and lack avenues to make their perspectives and priorities heard. To help address this situation, the National Assembly passed a law mandating a 30 percent quota for women's representation in all elected and appointed positions on November 12, 2015. The passage of this historic law is a key milestone and marks the culmination of years of advocacy by women in civil society, working in concert with key allies within the legislative and executive branches.

The 2016 communal elections provided the first opportunity to apply the gender law in the electoral context and contributed to a significant increase in women's representation at the communal level. Thanks to the successful implementation of the law, 33 percent of the candidates running for local office were women and 25.6 percent of those elected to the municipal councils were women, up from eight percent in 2009. While this represents significant progress, it is nevertheless a qualified success. Although women were elected in greater numbers, they are not well represented in leadership positions within the communal councils. Equally important, many of the recently elected women weren't well prepared to assume municipal council positions and don't understand their roles or responsibilities, limiting their effectiveness within these bodies.

The 2018 elections, and in particular the National Assembly elections, present another important opportunity to elevate women's policy priorities and to increase women's political representation. For Malian women to build on the gains achieved in the 2016 elections, it will be critical to stimulate both the demand for women leaders and candidates and the supply of women leaders who are interested and ready to run for legislative seats. In parallel, if women political and civic activists can reach agreement on their key policy priorities, they will be in a stronger position to demand that political parties and candidates address these issues in their platforms and to hold them accountable after the elections.

Applicants are encouraged to propose activities that will increase women's leadership and political empowerment through the 2018 electoral cycle. Activities should explicitly seek to reduce supply and demand side barriers to women's political participation and to advance women's policy priorities by strengthening collaboration among women civic and political activists and with male allies. Support to prospective women candidates during the pre-electoral period should be completed by additional training for newly-elected women parliamentarians (and for gender integration and equity, newly-elected male parliamentarians as appropriate) following the 2018 elections to empower them to fulfill their legislative, representative and government oversight roles.

All activities should be closely coordinated with those of other donors and organizations working to increase women's political participation. Any technical and financial assistance to women's associations or coalitions for advocacy on women's political participation should be accompanied by technical assistance to strengthen the organizational capacity of partner organizations, thereby contributing to their sustainability.

Anticipated Results

USAID expect that this activity will contribute to achieving the following results which will be measured, at a minimum, through the indicators listed below:

- **Result 3.1:** Political parties' knowledge of the 2015 gender law, its application to the 2018 elections and to political life more broadly improved.
- **Result 3.2:** Women's public policy agenda developed and promoted in advance of the 2018 elections.
- **Result 3.3:** Pool of women activists with the political skills to run for office, manage campaigns and assume party leadership positions expanded.
- **Result 3.4:** Efficacy of women elected to national office increased through parliamentary orientation and training activities.

Below indicators are illustrative:

- Number of consultations held with electoral stakeholders on the importance of women's political participation in the 2018 elections and the application of the 2015 gender law.
- Percentage of participants in these consultations reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities.
- Number of political parties that commit to meeting the 30% target for women candidates.
- Number of political parties that demonstrate an increase in the number of women in leadership positions within their structures during the life of the project.
- Women's public policy agenda developed.
- Number of political parties that make reference to, or integrate recommendations from, the women's public policy agenda in their platforms.
- Number of women trained in leadership and other political skills with USG assistance.
- Number of women trained with USG assistance who decide to seek party nominations to run in the 2018 National Assembly elections.
- Number of women trained with USG assistance who become candidates for the 2018 National Assembly elections.
- Total number of women candidates for the 2018 National Assembly elections.
- Number of women trained with USG assistance who are elected to the National Assembly in 2018.
- Total number of women elected to the National Assembly in 2018.
- Number of women trained with USG assistance who attain party leadership positions during the life of the project.
- Percentage of females who report increased self-efficacy at the conclusion of USG supported training/programming.
- Change in organizational capacity of partner organizations from beginning to end of sub-awards.

The Objective 3 activities could include but not be limited to:

- Raise awareness among political parties and other electoral stakeholders of the gender law, its application to the 2018 elections and the importance of women's political participation.
- Technical and/or financial support for advocacy efforts by women civic and political activists to:
 - Encourage political parties to incorporate women into party leadership positions, integrate gender into party platforms and nominate at least 30 percent women candidates for the legislative elections
 - Develop and promote a women's policy agenda in advance of the 2018 elections
 - Monitor the extent to which parties and candidates address the women's policy agenda during the electoral campaign and following the elections.
- Conduct participatory organizational capacity assessments with any prospective subgrant recipients at the beginning and end of their agreements, and assist them to strengthen their institutional development during the life of their awards.
- Provide leadership and campaign skills training to prospective women candidates, campaign managers and activists, preferably in partnership with Malian CSOs. Training topics would be selected in close consultation with political parties and beneficiaries and could include, but are not limited to: leadership; strategic planning; communication; fundraising; networking; campaign skills and management; understanding the legal framework; and understanding the role of a legislator.
- Convene a post-election review to identify lessons learned and to develop recommendations for increasing women's political participation in future electoral cycles.
- Provide orientation and other targeted training to women National Assembly members on their representative, policy making and oversight roles.

Objective 4: Support political parties to contribute to a peaceful electoral process

The 2018 presidential and legislative elections are expected to be competitive and will likely be organized in a tenuous political and security environment. The Government of Mali's recent attempt to push through constitutional revisions without the support of key segments of society heightened opposition fears that the ruling majority was simply seeking to consolidate its own hold on power. The opposition remains weak and divided, however, and has not effectively articulated an alternative plan for advancing the peace process, national reconciliation or Mali's democratic consolidation. Distrust among parties themselves, and between parties and the electoral management bodies, when combined with parties' limited understanding of the legal framework for elections and inefficient electoral dispute resolution processes, could fuel election-related tensions. Meanwhile, armed groups who remain outside the formal political process could seek to take advantage of this situation to disrupt or damage the credibility of the electoral process and thereby weaken the legitimacy of those elected.

Political parties have an important role to play in ensuring that the 2018 elections will be peaceful and transparent. In previous elections, Malian political parties have signed on to codes of conduct establishing formal rules for their behavior before, during and after the election, including the peaceful resolution of electoral disputes. Parties should be encouraged to make similar public commitments in advance of the 2018 elections and to engage in issue-based debates rather than personality-based attacks. Malian political parties have also deployed poll-watchers in past electoral cycles, which increased the transparency of the voting and counting processes and contributed to the peaceful acceptance of electoral results. Poll-watching will be important for the 2018 elections as well. It will help to position political parties to effectively document any concerns they have about the process on election day and to participate in post-election discussions on electoral reform.

Applicants are encouraged to propose activities that will encourage political parties to participate peacefully in the electoral process. All activities should be closely coordinated with the electoral authorities and with other donor activities to support political parties. Activities should be conducted in a multi-party format and in accordance with USAID's Political Party Assistance Policy,⁷ which mandates that support should be provided to all significant democratic parties when there are too many democratic parties to assist all effectively. Particular attention should be paid to encouraging greater representation of women, youth, persons with disabilities and other traditionally marginalized groups as poll watchers, supervisors and trainers.

Anticipated Results

USAID expect that this activity will contribute to achieving the following results which will be measured, at a minimum, through the indicators listed below:

- **Result 4.1** - Code of conduct for political parties and candidates developed/updated, adopted and promoted.
- **Result 4.2** - Political parties recruit, train and deploy pollwatchers on election day.
- **Result 4.3** - Political parties and candidates participate in issue-based debates.
- **Result 4.4** - Political parties engage in electoral and political processes reform efforts following the 2018 elections.

Below indicators are illustrative:

- Number of multi-party consensus building forums held with USG Assistance to promote peaceful elections.
- Number of political parties that publically commit to a code of conduct.
- Number of individuals who receive USG-assisted political party training, disaggregated by sex and by age.

⁷ http://pdf.usaid.gov/pdf_docs/pdaby359.pdf

- Number of political party trainers trained with USG assistance to conduct pollwatcher training, disaggregated by sex and by age.
- Number of party agents trained with USG assistance, disaggregated by sex and by age.
- Number of party agents deployed on election day using established pollwatcher checklists.
- Number of candidates trained to participate in issue-based debates or discussions, disaggregated by sex and by age.
- Number of post-election inter-party dialogue sessions held to identify key elections and political processes reforms.
- Number of post-election reform recommendations on which parties participating in inter-party dialogue sessions reach consensus.
- Number of electoral systems and procedures strengthened with USG assistance

The Objective 4 activities could include but not be limited to:

- Organize consensus building sessions with party leaders to facilitate development of, and adherence to, an electoral code of conduct.
- Support civil society and media messaging to promote public awareness of the code of conduct and to monitor its implementation.
- Provide technical assistance to political parties to organize effective poll-watching efforts, which could include:
 - Developing plans for the recruitment, training and deployment of party agents
 - Reviewing/updating existing poll-watcher guides and checklists
 - Training of trainers to help parties organize and implement poll-watching nationwide
 - Post-election reviews of poll-watching efforts to identify lessons learned that can be applied to future elections.
- Provide targeted coaching to help parties prepare to participate in any candidate debates or issue-based discussions organized by civil society or media in the run up to elections.
- Facilitate political party participation in post-election stakeholder dialogues on elections and political processes reforms.

VII. MONITORING AND EVALUATION OF THE PROGRAM

Monitoring of results is a key element of USAID programs. USAID seeks data and information to improve performance and effectiveness as well as to inform planning and management decisions. Accurate and timely monitoring will enable this Activity to improve approaches, adapt to changing conditions. The applicant's approach to learning and adaptive management should ensure that processes are in place to foster learning and flexibility, and that they are central to the proposed activity. Proposed monitoring and learning plans should therefore be designed to measure the direct and near-term consequences of program activities with the goal of informing ongoing management and implementation approaches, as well as planning for the evaluation of longer-term impacts.

The performance monitoring and evaluation (M&E) plan shall include the following:

- Baseline Data Collection Plan that includes a list of the types of baseline data that should be collected to demonstrate impact or progress towards results and an illustrative timeline and methodology for collection;
- Proposed performance targets and key indicators clearly linked to proposed activities;
- The process by which indicators will be developed and the role of local partners in their monitoring;
- How monitoring processes and results will be used to inform project management decisions;
- An illustrative mix of output and outcome indicators that will be used to measure progress towards the stated results, including how indicators are tied to the stated theory of change/development hypothesis;
- The measurement and data management methods to be used to collect, analyze, and synthesize indicator data (e.g., data sources, frequency of data collection, and methods for collecting and reporting data);
- Proposed themes for evaluation and learning that might contribute to the evidence base that are related to program objectives and/or proposed innovative approaches.

Results shall be clearly articulated and shall directly correspond to the stated goals, objectives, and activities outlined in the technical application, and directly correlated to the theory of change. Monitoring, evaluation, and learning methods shall be specific, measurable, realistic, and applicable to the program's goals and objectives. Plans shall also include gender-sensitive, conflict-sensitive, and child-sensitive (as applicable) indicators and disaggregation by sex and by other factors as appropriate (i.e. age, development sector, type and size of organization, etc.) An effective knowledge management approach shall be suggested.

Proposed indicators shall move beyond collecting data on inputs and outputs for their program, and propose relevant outcome and impact indicators (or proxies) to measure and track the effectiveness of the program in reaching the stated theory of change and capture transformational change outcomes related to perceptions of agency and self-efficacy, feelings of empowerment, improved transparency, governance, and service quality, and gender norms and inclusion. Applicants shall consider how to incorporate participatory monitoring and learning approaches into the implementation of the M&E Plan. Data collection shall include both qualitative and quantitative methods and tools. Since access to certain parts of the country is still challenging proposed M&E plans shall discuss how they will conduct effective activity monitoring in remote and/or insecure areas of the country.

VIII. OTHER CONSIDERATIONS

Gender-sensitivity and Inclusion – Gender issues are central to the achievement of USAID's development objectives. USAID strives to promote gender equality, in which both men and women have equal opportunity to benefit from and contribute to economic, social, cultural and political development; enjoy socially valued resources and rewards; and realize their human rights. As part of its strategic approach, the program will partner with and address issues of concern to women, youth, people with disabilities, and other marginalized populations and make sure their interests are represented. A long history of consensus and "clientelism", elitism, nepotism, and exclusion, has limited the public space for democratic discourse in Mali, and excludes women and young people. Compounded by their limited access to education, political, and economic resources and opportunities, "representation" in formal and informal structures and institutions does not mean meaningful participation. Without the skills, confidence, and culture of inclusive public discussion of differing opinions, women and youth and other traditionally excluded groups will continue to have a limited voice in decisions that affect their lives.

However, women and youth, ethnic minorities, people with disabilities, and other vulnerable populations are not single-identity, homogenous groups or monolithic blocs. Both women and men, boys and girls, can be victims and perpetrators of violence; or advocates and connectors for peace, democratic governance, and human rights. Strong applications will differentiate the various roles, perspectives, and vulnerabilities of women, men, and young people (boys and girls) as they relate to project objectives and interventions and focus on mainstreaming gender, inclusion, and empowerment throughout the proposed interventions.

Priority will be given to programs aimed at removing socially-constructed barriers to inclusion and increasing equitable access to public resources and development benefits, rather than creating "sidebar" activities that focus solely on a person's age, disability, gender, or LGBT status, in line with USAID policies on gender and women's empowerment, disability, and youth in development.

Successful applications will identify the separate and distinct experiences of men and women, boys and girls, adolescents and youth, and other marginalized populations, and their barriers to full and meaningful participation in the election process and public discourse. Gender-sensitive and gender-relational approaches should strengthen the positive influence that women and girls, men and boys, LGBT, people with disabilities, ethnic minorities, and other traditionally excluded groups can have on collectively improving the election process, inclusion, and government accountability and transparency.

For more information on relevant USAID policies, applicants are highly encouraged to refer to:

- USAID's Gender Equality and Female Empowerment Policy - <http://www.usaid.gov/documents/1865/gender-equality-and-female-empowerment-policy>
- The U.S. National Action Plan on Women, Peace, and Security - <http://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment/national-action-plan-women-peace-security>
- USAID's Youth in Development Policy - <http://www.usaid.gov/policy/youth>
- USAID's Disability-Inclusive Development Policy - <http://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/disability> and the USAID-funded <https://www.ndi.org/files/Equal-Access-How-to-include-PWD-in-elections-political-processes.pdf>
- USAID's LGBT Vision for Action Policy - <http://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/lgbti-inclusive-policies>

Changing patterns of land use in response to cyclical climate shocks are resulting in increased levels and complexity of community conflict. These issues are exacerbating gender inequalities and have resulted in a peace process, political, and legal system that largely excludes women, youth, and other groups. Now more than ever, women and youth have the most at risk from recurring shocks, insecurity, and peace outcomes, yet are the least involved constituencies in current political and peace processes.

Even though that they have been some significant gains in Mali in the past decade related to advancing gender equality and women's empowerment, gender based inequities still persist and continue to deprive women and girls to realize their rights and full potential. Mali has made adequate institutional arrangements, for example the creation of the Ministry for the Promotion of Women Children, and the Family, and put in place a variety of legal structures on gender equality and women rights.

These commitments, however, have not been adequately reflected in Malian laws or practice as illustrated by the National Assembly's adoption of the family Code after removing its progressive features, and recently the voting for the 2015 national budget without the annex on the gender.

There are many women's organizations and networks active at the national level. These organizations are most active in Bamako and are not well connected to their member organizations at the local level. However some do have at least a few chapters at the regional and local levels.

It is estimated that 80 percent of Malian lives in rural areas which count over 2000 women organizations and "groupements". However, women still face gender based obstacles that inhibit their effective engagement.

Information and Communication Technology (ICT)

The application shall promote, where feasible and appropriate, greater access to information via mobile technology (e.g. social media, mobile money). In Mali, many communities have their own rural or community radios stations, and there is a proliferation of cell phone coverage and adoption of various mobile applications. Mobile phone subscriptions have risen from 3,000 in 1997 to over 11.3 million in 2012 (Sub Sahara Mobile Observatory 2012 GSMA). As mentioned earlier, activities should draw upon lessons learned from the successful approaches employed in the 2013 and 2016 elections and adapting them to the current context.

USAID Disability Policy

The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website: http://pdf.usaid.gov/pdf_docs/PDABQ631.pdf.

USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the activities under this award. To that end and to the extent it can accomplish this goal within the scope of the Activity objectives, the recipient must demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

Environmental Compliance

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs.

In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID AOR and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this assistance award to determine if they are within the scope of the approved Regulation 216 environmental documentation.

If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

NOTE: The approved Initial Environmental Examination (IEE) covering these activities can be found at: <http://gemini.info.usaid.gov/eqat/envcomp/repository/pdf/42956.pdf>

SECTION B – AWARD INFORMATION

B.1. Purpose of the Award

The principal purpose of the relationship with the Recipient is to transfer funds to accomplish a public purpose of support or stimulation to help advance peace, reconciliation and more accountable governance through credible and inclusive national elections.

The Recipient will be responsible for ensuring the achievement of the activity objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

B.2. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to provide **\$6,000,000** in total USAID funding over a two year period. Actual funding amounts are subject to availability of funds. Recommended breakdown by Program Objective is as follows:

- o Program Objective 1: 33% of the total estimated amount
- o Program Objective 2: 33% of the total estimated amount
- o Program Objective 3: 17.5% of the total estimated amount
- o Program Objective 4: 17.5% of the total estimated amount

USAID intends to award **one** Cooperative Agreement pursuant to this request for application. USAID reserves the right to fund any one or none of the applications submitted.

B.2 Start Date and Period of Performance for Federal Awards

The period of performance is **2 years**, to start on or about the signature of the award.

B.3 Substantial Involvement

In accordance with ADS 303.3.11, USAID has determined that a Cooperative Agreement, with substantial involvement is needed for the implementation of this activity. For this award, Substantial Involvement is defined by the following elements:

Approval of the Recipient's Implementation Plans

If at the time of award, the program description does not establish a workplan/timeline in sufficient detail for the planned achievement of milestones or outputs, USAID may delay approval of the recipient's implementation plan for a later date. USAID must not require approval of implementation plans more often than annually. If the AO has delegated authority to the AOR to approve implementation plans, the AOR must review the agreement's terms and conditions to ensure that changes to the terms and conditions are not inadvertently approved by the AOR.

Approval of Specified Key Personnel

USAID may designate as key personnel only those positions that are essential to the successful implementation of the recipient's program. USAID's policy limits this to a reasonable number of positions, generally no more than five positions or five percent of recipient employees working under the award, whichever is greater.

For the purposes of this funding opportunity, the following illustrative positions are identified as Key:

1. Chief of Party (COP)
2. Senior Technical Advisor - Observation

Agency and Recipient Collaboration or Joint Participation

When the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the recipient on the program. There should be sufficient reason for Agency involvement and the involvement should be specifically tailored to support identified elements in the program description. When these conditions are met, the AO may include appropriate levels of substantial involvement such as the following (at time of award):

- (1) Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
- (2) Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.
- (3) Approval of the recipient's monitoring and evaluation plans.
- (4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made part of the award.

B.4 Title to Property

Property title under the resultant agreement shall vest with the Cooperating Country, recipients or sub-recipients in accordance with the requirements that will be specified in the award.

B.5 Authorized Geographic Code

The authorized geographic code for this Activity is **935**.

SECTION C – ELIGIBILITY INFORMATION

USAID policy encourages competition in the award of grants and cooperative agreements. In response to this NFO, any U.S. or international organization, private voluntary organization, non-profit, or for-profit entity (willing to forego profit) is eligible to apply.

Applicants may only submit one application in response to this Notice of Funding Opportunity (NFO).

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

In addition, the successful applicant must receive a positive responsibility determination from the USAID Agreement Officer prior to receiving an award. Details on USAID's pre-award responsibility determination policy and procedure can be found on the agency website, in its automated directive system (ADS) chapter 303: <http://www.usaid.gov/policy/ads/300/303.pdf>.

COST SHARING AND LEVERAGING RESOURCES:

There is **no** requirement of cost share under this NFO. However, cost share is strongly encouraged.

However, Applicants are encouraged to identify other third parties' resources to complement the Program and explain in the application the added value they bring. Such funding may come from many sources including privately generated funds, commodities, or other resources made available by other bilateral donors, private foundations, or multilateral donors. Any cost share commitment should be included in the budget.

SECTION D – APPLICATION AND SUBMISSION INFORMATION

D.1. Agency Point of Contact

Applications must be submitted electronically to the following e-mail address and by the deadline specified below and on the cover page:

bamakoao@usaid.gov

Attn: the Agreement Officer, USAID/Mali, Acquisition and Assistance Office

All questions must be submitted to the same e-mail address by the deadline specified on the cover page.

D.2. Submission Dates and Times

All applications in response to this NFO are due not later than the date and time indicated on the cover page of this document. Any applications received after this date and time will/may not be considered.

D.3. Other Submission Requirements

Each e-mail must not exceed 5mb. Technical and Cost Applications must be e-mailed in separate files. Multiple emails may be sent to accommodate the application size and content, but each must contain very clear identification of the annexes and instructions for assembling the application, including, but not limited to, the NFO-RFA Title and Number and whether a part of the Technical or Cost Application is included.

D.4. Application Submission Procedures

The applications submitted in response to this NFO must be in English and presented in two separate documents: a Technical Application, and a Cost/Business Application. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

The technical application and the cost application shall be submitted as single email attachments, e.g. consolidate the various parts of a technical application into a single document before sending them. The applicant is requested to indicate in the subject line of the email whether the email relates to the technical or cost application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of 4", etc.). For example, if the cost application is being sent in two emails, the first email should have a subject line which says: "Organization name - Cost Application, Part 1 of 2".

It is the applicant's responsibility to check its email to confirm that the attachments were indeed sent. If there is an error in the transmission, the applicant is requested to send the material again and note in the subject line of the email that it is a "corrected" submission. The applicant should not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the Applicant shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

If the applicant includes data that it does not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, it should mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, a grant is awarded to this Applicant as a result of – or in connection with – the submission of this data, the U.S. Government shall have the right to

duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers} and, mark each sheet of data it wished to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

The Applicant should retain for its records one (1) copy of the application and all enclosures which accompany it.

The application will be reviewed in accordance with the guidelines below and the review criteria defined in this NFO.

D.4.1. Technical Application Format

The technical application is the most important item of consideration and must be specific, complete and presented concisely. The application shall demonstrate the applicant's capabilities and expertise with respect to achieving the goals and expected results of this Activity. The application shall be single space on standard A4 or letter and in standard font and size.

The application will contain the following sections, as more fully explained below, and should not exceed the pages in length as detailed below. The page limitation is excluding the table of contents, dividers and annexes.

- Cover Page (1 page);
- Table of Content (1 page)
- Executive Summary (3 pages);
- Technical Application Body (25 pages). The Technical application body will include the following sub-sections: Technical Approach, the Management Approach and the Organizational Capacity/Past Performance.
- Annexes (no page limitation). The Annexes will include the required Implementation Plans, the Monitoring and Evaluation Plan, the Resumes & references for all key personnel as well as their signed letters of commitment, the Management structure, organizational chart(s), or labor distribution chart and any other relevant information.

Cover Page - including the proposed name for the project (1 page maximum – not included in the page limit)

A single page that includes proposed program title, NFO number, the name of the organization(s) submitting application, contact person, telephone and fax numbers, e-mail, and address. Any proposed sub-grantees (or implementing partners) must be listed separately. If applicable, the TIN (Tax Identification Number) and DUNS (Data Universal Numbering System) must also be listed on the cover page.

Executive Summary (3 pages maximum – not included in the page limit)

The application will briefly describe the proposed technical approach, activities, objectives and anticipated results. The Executive Summary will also briefly describe how the overall activity will be managed.

Technical Approach - must include a clear overall vision and a concise description of proposed activities broken down by objective. It should explain how the proposed approach is expected to achieve the objectives if the program and attain the expected results. The applicant should avoid repeating back context and background provided in Section A of this NFO and is expected to propose a short and concise theory of change, which is a concept that can improve the design, monitoring and

evaluation of the program. The technical approach shall contain the following sections and provide information that will ease the review/evaluation as described in Section E.1 below: 1) a theory of change, 2) Flexibility, 3) Inclusion, and 4) Gender.

This section should include a feasible, cost-effective approach that is appropriate for the culture and realities of Mali. The approach must be organized around the objectives described in Section A, and must clearly describe methodologies and specific activities the applicant proposes to achieve the stated objectives.

Gender-sensitive and gender-relational approaches which will strengthen the positive influence that women and girls, men and boys, LGBT, people with disabilities, ethnic minorities, and other traditionally excluded groups can have on collectively improving civic engagement, inclusion, and government accountability, transparency, and responsiveness for *all* citizens are also expected.

Management Structure and Staffing Plan

The Applicant shall propose an organizational approach and staffing plan with a clear structure and lines of accountability to achieve maximum impact with the budget resources provided. The Applicant may employ a mix of U.S., third country nationals and or Malians as permanent staff or short-term experts, as appropriate. The Applicant should whenever possible propose locals rather than international personnel for both short-term and permanent positions to assure appropriate institutionalization and sustainability.

The Management Approach shall provide assurance that the activity will be managed in a professional, efficient and collaborative manner to achieve the stated objectives and results. This section will describe how the applicant will employ streamlined management strategies and procedures to reduce overall operational costs and respond appropriately and in a timely manner to both programmatic and operational demands.

The Management plan will specify the organizational structure and composition of the Activity team (including home office support and other long and short term technical assistance – STTA), describe the roles and responsibilities of proposed staff members, internal and external communication arrangements (i.e., within the local office as well as with home office backstops, if applicable), and provide a mobilization schedule/plan that demonstrates ability and commitment to mobilize activities rapidly and efficiently. The roles and responsibilities of all proposed/listed partner organizations must also be clearly identified, and the application shall make clear how the management structure will facilitate clear and regular communication with the USAID AOR in Bamako.

The applicant must include full job descriptions and resumes of proposed Key Positions/Personnel and other important managerial and technical personnel to be assigned to this activity, including a minimum of three (3) references with email addresses.

The applicant is expected to include as part of its application a Letter of Commitment signed by each person proposed as key personnel confirming their present intention to serve in the stated position immediately upon award and their availability to serve for the term of the proposed award.

CVs or resumes, Letters of Commitment of proposed Key Personnel and other important managerial and technical personnel to be assigned to this activity, including a minimum of three (3) references with email addresses will be provided in the annexes and not count toward the 25 page limit.

Key Positions

Key positions are those considered to be essential to the work being performed under this cooperative agreement. Taken together, key personnel must have the required skillsets to cover all program objectives. Key personnel must have extensive experience and expertise in designing, implementing and evaluating activities similar to those described in the program description, as well as in managing relationships with high ranking government officials, donors, and other key stakeholders. The Applicant shall provide summary job descriptions for each of the two key personnel positions below. The rationale behind the technical and/or management responsibilities assigned to each position must be described

in relation to the qualifications of the corresponding candidate. The Applicant must also provide curricula vitae (CV) and letters of commitment for all proposed key personnel. The CVs must include a list of three professional references for each candidate, including at least one current or former supervisor, with referees' name, title, organization, nature of professional relationship with the candidate, telephone number, and e-mail.

It is expected that the key personnel will serve the full term of the agreement. Key personnel and changes to key personnel are subject to approval by the USAID Agreement Officer (AO) prior to their employment under this award. Before removing, replacing, or diverting any of the listed or specified personnel, the Recipient shall: 1) notify the AO and the Agreement Officer's Representative (AOR) reasonably in advance and 2) submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on this agreement.

The Applicant shall propose qualified candidates for the following key personnel positions:

Chief of Party

The Chief of Party (COP) must be experienced in managing programs of similar scale and complexity and demonstrate the ability to develop solid working relationships with key electoral stakeholders and to coordinate closely with other donors. The COP must have at least an undergraduate degree in political science, public administration, law, or other relevant field. S/he must have a minimum of ten years of progressively responsible management experience, with significant experience administering donor-funded programs in the areas of elections and political processes, at least five of which shall be in a similar post-conflict, developing country context. The candidate must possess a strong command of effective tools and approaches for fostering citizen engagement and oversight, political participation of traditionally marginalized groups and organizational capacity development of partner civil society groups. Direct experience implementing civic and voter education, election observation and political leadership or campaign skills development activities is highly desirable. The candidate must demonstrate excellent communication skills, strong interpersonal skills, gender sensitivity, adaptability, sound financial stewardship and ethical management. French language proficiency is required, and prior West Africa experience is strongly preferred.

Senior Technical Advisor - Observation

The Senior Technical Advisor – Observation is a senior technical expert with a minimum of seven years' experience successfully implementing electoral assistance programs in developing countries. The candidate must have at least an undergraduate degree in political science, public administration, law, or other relevant field. S/he must have demonstrated prior experience building the capacity of domestic observer groups or networks in challenging contexts, including first-hand experience providing technical assistance for the implementation of sample-based observation in at least one country. The candidate must possess a strong command of effective tools and approaches for increasing the technical and organizational capacity development of partner civil society groups, including through the appropriate and effective use of ICT. S/he must demonstrate excellent communication skills, strong interpersonal skills, gender sensitivity, adaptability, sound financial stewardship and ethical management. French language proficiency is required, and prior West Africa experience is strongly preferred.

Organizational Capacity and Past Performance

The application must provide evidence of its organization's technical resources, expertise and capacity for implementing similar programs. Also in this section the applicant must provide a description of its and prospective sub-partners' previous work and experience with respect to the proposed activity.

The applicant will also provide record of relevant past performance for up to three Activities/Programs implemented over the past five years which best illustrate the applicant's (and any partners') performance and include the performance location, award number (if available), a brief description of

the work performed, and a point of contact list with current telephone numbers. This information can be provided as part of the annexes and will not count towards the page limitation.

It is recommended that the applicant alert the contacts that their names have been submitted and that they are authorized to provide past performance information when requested.

In addition to the technical quality of the applicant's performance, the assessment of past performance will include project management, customer satisfaction, cost control and quality of home office support.

USAID may contact references and use the past performance data, along with other information, to determine the applicant's responsibility. The Government reserves the right to obtain information for use in the evaluation of past performance from sources inside or outside the Government.

Annexes

Implementation Plan – The applicant will include a draft illustrative implementation plan (including a narrative) which details activities towards achieving the results, a timeline, partners and resources (including human resources) required for implementing the activity and consistent with the applicant's technical approach. The plan shall also be clear on how the applicant will ensure a rapid-start-up and cost-effective operations. The proposed implementation plan will cover the life of the activity and include a more detailed two-year annual workplan.

Monitoring and Evaluation Plan – In addition, the applicant is expected to provide an illustrative monitoring and evaluation plan that will demonstrate how the applicant will establish baselines and targets, and measure progress towards the stated targets and objectives. The final work plan and M&E plan will be completed within 45 days of award.

Resumes & references for all key personnel as well as their signed letters of commitment, the Management structure, organizational chart(s), or labor distribution chart and any other relevant information: no special requirement on the format and page limitation under this NFO.

D.4.2. Cost Application Format

Format

The Cost Application is to be submitted as a separate document from the Technical Application and come in minimum two parts:

- Budget (summary and detailed, with narratives) (see template in the Attachments of this RFA),
- Signed Certifications, Assurances and Other Statements

The budget must be submitted in Microsoft Excel and be in US dollars (\$). The Cost Application shall include a summary budget and a detailed budget by year with an accompanying detailed budget narrative in MS Word. The summary budget shall provide uses of USAID funds and any proposed cost share. The budget narrative shall provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, and vendor quotes, etc.) and therefore facilitate USAID's determination that costs are allowable, allocable and reasonable.

While there is no page limit to the Cost Application, applicants are encouraged to be as concise as possible. Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application is not desired. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted. If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement shall include a full discussion of the relationship between the Applicant and Sub-Applicant(s) including identification of the Applicant with whom USAID will work with for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort

will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

Content

A. Budget

The budget part shall include:

a) The SF-424 forms

- SF-424, Application for Federal Assistance at:
http://www.grants.gov/agencies/aapproved_standard_forms.jsp
- SF-424A, Budget Information – Non-construction Programs at:
<http://www.grants.gov/techlib/SF424A-V1.0.pdf>
- SF-424B, Assurances – Non-construction Programs at:
<http://www.grants.gov/techlib/SF424B.PDF>

b) A Budget Summary and Detailed Budget

Overall, the detailed budget shall include:

- (1) The breakdown of all costs associated with the Activity according to costs of, if applicable, headquarters, regional and/or country offices;
- (2) The breakdown of all costs according to each partner organization or sub-recipient/sub-grantee involved in the activity implementation. Sub-awardees' budgets should follow the same cost format as submitted by the primary Applicant.
- (3) The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
- (4) The breakdown of the financial and in-kind contributions of all organizations involved in implementing this Cooperative Agreement, if any;
- (5) Potential contributions of non-USAID or private commercial donors to this Cooperative Agreement, if any;
- (6) A procurement plan for commodities.

Specifically, the budget shall contain the following categories, as shown on the SF 424A:

- (1) *Labor*: Direct salaries and wages must be proposed in accordance with the Applicant's personnel policies. Budget narrative should explain how daily rates are calculated and whether based on established written policies of the organization or market surveys. The application must provide the costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;
 - *Fringe Benefits*: If the Applicant has a fringe benefit rate that has been approved by an agency of the U.S. Government, such rate should be used and evidence of its approval should be provided (e.g. copy of NICRA). If a fringe benefit rate has not been so approved, the application may propose a rate and explain how the rate was determined. If the latter is used, the narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries.
- (2) *Travel, Transportation & Per Diem*: The application must indicate the number of trips, domestic, regional, or international, and the estimated costs. Specify the origin and destination for proposed trips, duration of travel, and number of individuals traveling. Per Diem must be based on the applicant's normal travel policies and will be assessed as part of cost effectiveness.
- (3) *Equipment*:
 - *Vehicles & Non-Expendable Equipment*: The application must justify the need, type, the number and price of the items equipment to be procured.
 - *Expendable Equipment & Supplies*: The application must justify the need and quantities of supply items related to this activity.

The applicant is encouraged to provide a procurement plan for equipment and commodities.

- (4) Activities Support Costs: This includes the direct costs of activities not budgeted in other cost category, such as workshops, training of beneficiaries, commodities/supplies, conferences/study tours, etc. The narrative must provide a breakdown and support for all proposed costs.
- (5) Other Direct Costs: This includes field office rent, communications, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than insurance included in the applicant's fringe benefits), etc. The narrative must provide a breakdown and support for all other direct costs;
- (6) Sub-awards: The applicant must provide a detailed breakdown for each proposed sub-award arrangements to the extent they are known at the time of application development. In case there are multiple organizations and partners, the applicant must explain as clearly as possible the management structure and how the parties are going to interact. If there are formal legal arrangements proposed, such as sub grants or sub contracts, the application must clearly explain how these are to be structured and list past experience between the organizations.
NOTE: If sub-awards are anticipated and not explained in the original application, the agreement officer's approval (after award) is required before the sub-agreement may be executed.
- (7) Indirect Costs: The Applicant must support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA), or with sufficient information (e.g. audited financial statements) for USAID to determine the reasonableness of the rates (For example, a breakdown of labor bases and overhead pools, the method of determining the rate, etc.). In the absence of adequate supporting documentations, all costs will be direct.
- (8) Cost Share: The applicant should estimate the amount of potential contributions of non-USAID or private commercial organizations/firms to this Activity - if any, to be mobilized over the life of the agreement and specify the sources of such resources, where and how it will be used, and the basis of calculation in the budget narrative. In accordance with 2 CFR 200.306, the applicant should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Cooperative Agreement.
- (9) Program Income
The Recipient shall account for Program Income in accordance with 2 CFR 200.307 – if any. Program Income earned under this award shall be added to the project.

B. In addition, the Cost Application must contain:

- c) Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM)

Each applicant is required to:

- i. Be registered in SAM when submitting its application;
- ii. Provide a valid DUNS number in its application; and
- iii. Continue to maintain an active SAM registration with current information at all times during which it has an active award or an application or plan under consideration by a Federal awarding agency.

USAID Mali will not make an award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements. If the applicant has not fully complied with the requirements by the time USAID Mali is ready to make the award, USAID Mali may determine that the applicant is not qualified to receive the award and use that determination as a basis for making an award to another applicant.

- d) Certifications, Assurances, Other Statements of the Recipient

The required Certifications and Representations, as well as guidance for preparing them can found in ADS 303.3.8 at: <http://www.usaid.gov/sites/default/files/documents/1868/303.pdf>. In accordance with ADS, Certifications must be completed and submitted before the award is finalized. For the purpose of this NFO/Request for Application, the applicants shall submit them with the cost application.

Funding Restrictions

There are no funding restrictions applicable to this RFA at this time.

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

D.5. Branding Strategy – Marking Plan

USAID will request and evaluate a branding strategy and marking plan from apparently successful applicants only. This evaluation will not be part of the competitive evaluation set forth in this section and will aim to ensure that the successful applicant have a reasonable strategy for Branding and Marking for the Activity.

1. Branding Strategy – Assistance (January 2015)

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity (Applicants are encouraged to come with a name different from the one in the subject of the cover letter of this NFO/RFA).
 - (i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brand mark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding> unless Section F of the NFO or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.
 - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section F of the NFO or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

- (i) Describe the main program message.
- (ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
- (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."
- (iv) Provide any additional ideas to increase awareness that the American people support this project or program.

(5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

2. Marking Plan – Assistance (January 2015)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section F of the NFO or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:

- (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

- (ii) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
- (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
- (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
- (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

(2) A table on the program deliverables with the following details:

- (i) The program deliverables that the applicant plans to mark with the USAID Identity;
- (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
- (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
- (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
- (v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
- (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
- (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
- (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
- (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
- (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
- (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

SECTION E – APPLICATION REVIEW INFORMATION

The criteria found in this section are the criteria by which all applications will be individually evaluated. For the purpose of this NFO, technical considerations are more important than cost.

The technical application will be evaluated by a Committee using the following adjectival system:

Outstanding	Proposal meets requirements and indicates an exceptional approach and understanding of the requirements. Strengths far outweigh any weaknesses. Risk of unsuccessful performance is very low.
Good	Proposal meets requirements and indicates a thorough approach and understanding of the requirements. Proposal contains strengths which outweigh any weaknesses. Risk of unsuccessful performance is low.
Satisfactory	Proposal meets requirements and indicates an adequate approach and understanding of the requirements. Strengths and weaknesses are offsetting or will have little or no impact on contract performance. Risk of unsuccessful performance is no worse than moderate.
Marginal	Proposal does not clearly meet requirements and has not demonstrated an adequate approach and understanding of the requirements. The proposal has one or more weaknesses which are not offset by strengths. Risk of unsuccessful performance is high.
Unacceptable	Proposal does not meet requirements and contains one or more deficiencies. Proposal is un-awardable.

The cost application will be evaluated by the Agreement Officer/Agreement Specialist through a cost effectiveness and realism analysis. The Agreement Officer will make the final selection.

The application must contain the applicant's best terms from both technical and cost standpoints. USAID reserves the right, but is not under obligation, to enter into discussions with one or more applicants in order to obtain clarifications, additional details, or to suggest refinements in the proposed Activity, budget, or other aspects of an application, if doing so is determined to be in the best interest of the U.S. Government.

1. Technical Evaluation

Technical applications will be evaluated by a technical evaluation committee using the following criteria.

I. Technical approach

The technical approach will be evaluated on the overall merit (creativity, clarity, analytical depth, state-of-the-art technical knowledge and responsiveness) and feasibility of the approach and strategies proposed to achieve the Activity objective and results.

The technical approach will be evaluated according to the following:

- **Theoretical Framework:** The extent to which the proposal is based upon well-considered analysis of international best practices and a contextual analysis of the political, social, economic and cultural dynamics that shape Mali. This includes the conflict dynamics involved. The Activities proposed by the applicant logically flow from the Problem Statement and Theory of Change and link to the assumed targets and results.
- **Flexibility:** The extent to which flexibility and adaptability are built into the activities and implementing methodology. Evidence that the applicant has incorporated mechanisms throughout the activities for the project to monitor and evaluate results and evolve to overcome challenges or to branch out to other areas as opportunities present themselves.

- **Inclusion:** The extent to which project activities promote the inclusion and leadership of marginalized groups including but, not limited to women, male and female youth, and ethnic minorities. The extent to which gender analysis is mainstreamed into proposed activities ensuring women and girls have equal opportunities to participate in and benefit from the activity.
- **Gender:** The degree to which the planned activities will empower women and local women organizations to engage as candidates and informed voters.

II. Management Structure and Staffing Plan

- **Management Structure:** The extent to which the roles, responsibilities, skill sets, and level of effort proposed are sufficient to effectively implement the activity and achieve desired results, and the extent to which the proposed organizational structure provides for clear lines of management, supervisory authority, and technical responsibility. Appropriateness of the management approach for the proposed activities. Extent to which the proposed organizational structure addresses all required technical areas and maximizes the comparative advantage of key partners and staff. A clear staffing pattern/ organization chart must be submitted with the proposal.
- **Staffing Plan:** The extent to which the proposed key personnel possess relevant management and technical skills for the positions and roles proposed. The extent to which the experience of the proposed key personnel will enable them to serve successfully in the roles proposed in the application.

III. Organizational Capacity and Past Performance

The evaluation under this criterion will focus on the extent to which the application demonstrates successful organizational capacity and past performance implementing previous awards of similar scale and complexity. The sub-criteria are:

- **Organizational Capability:** The extent to which the application demonstrates the organizational capability and capacity to plan, implement, and support similar activities. Extent to which the Applicant's organization is structured to ensure that gender disparities will be adequately addressed.
- **Past Performance:** The extent to which the application and references demonstrate the ability to plan, implement and monitor activities in contexts similar to Mali will be evaluated. The Applicant's track record in managing complex activities that required substantial and sustained collaboration with a large number of collaborators including other USAID implementing partners, host country government officials and agencies, and non-public sector agents as well will be assessed.

USAID will verify or corroborate the following from past performance references:

1. How well an applicant performed;
2. The relevancy of the work performed under the program;
3. Instances of good performance;
4. Instances of poor performance;
5. Significant achievements;
6. Significant problems, and
7. Any indications of excellent or exceptional performance in the most critical areas.

2. Cost and other factors

Cost Effectiveness and Realism

While cost is less important than technical and is not weighted, the cost application of the apparently successful technical application will be evaluated for cost effectiveness including the level of proposed cost share. Other considerations are the completeness of the application, adequacy of budget detail

and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a responsibility determination.

The cost application will be evaluated for cost effectiveness - reasonableness and realism. Proposed costs may be adjusted, for purposes of evaluation, based on the results of the cost analysis and its assessment of reasonableness, completeness and credibility.

Cost realism will be based on the following considerations:

- a) Are proposed costs realistic for the work to be performed under this award?
- b) Do the costs reflect a clear understanding of the Activity requirements?
- c) Are the costs consistent with the various elements of the applicant's technical application?

Cost Share

If an applicant submits an application with a cost share, it will be reviewed for realism and considered in relation to the added value it represents to the overall Activity and sustainability.

For U.S. organizations, the review will also verify that the applicant meets the standards set in 2 CFR 200.306.

SECTION F – AWARD ADMINISTRATION INFORMATION

Federal Award Notice

Organizations whose applications have not been selected will be notified as promptly as possible. This notice will explain why the application was not selected.

Award of the agreement contemplated by this request for application cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, the applicant is hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

Administrative and Policy Requirements

Depending on the type of recipient, the award resulting from this NFO may be administered in accordance with:

U.S. Organizations - 2 CFR 700, 2 CFR 200 – Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards at <http://www.gpo.gov/fdsys/pkg/FR-2013-12-26/pdf/2013-30465.pdf>, and ADS 303 maa, Standard provisions for U.S. Nongovernmental organizations found at <http://www.usaid.gov/pubs/ads/300/303maa.pdf>.

Non U.S. Organizations - Standard provisions for Non U.S. Nongovernmental organizations found at <http://www.usaid.gov/pubs/ads/300/303mab.pdf>.

Reporting Requirements

Financial Reporting

The recipient shall account for expenditures for activities carried out to ensure funds are used for their intended purposes. Financial reports shall be in accordance with 2 CFR 200.327.

(a) Quarterly Report: The recipient must submit an SF 425, the Federal Financial Report, via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>) within 30 calendar days following the end of each quarter. A copy of this form shall be simultaneously submitted to the Agreement Officer's Representative (AOR) and the USAID/Mali Financial Management Office.

(b) Final Report: The recipient must submit within 90 calendar days following the estimated completion date of this award the original and three (3) copies of the final Federal Financial Reports (SF-425) to: (a) USAID/Washington, M/CFO/CMP-LOC Unit; (b) the Agreement Officer (bamakoao@usaid.gov); (c) the Agreement Officer's Representative (AOR). The electronic version of the final SF 425 must be submitted to the U.S. Department of Health and Human Services (<http://www.dpm.psc.gov>) in accordance with paragraph (a) above.

Electronic copies of the SF-425 can be found at:

http://www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf

Performance Reporting

- Quarterly Progress Reports

The recipient will prepare and submit to the Agreement Officer Representative (AOR) a quarterly progress report within 30 days after the end of each USG fiscal quarter with the exception of the quarter ending September 30 of each year, when an Annual Report will be required.

The quarterly progress reports must:

- Identify the milestones and describe the achievements of the ending quarter, in relation to planned activities under both the approved work plan and the PMP, disaggregated by gender.
- Re-confirm targeted milestones and planned achievements for the subsequent quarter disaggregated by gender.
- Identify key obstacles or issues encountered (if any) disaggregated by gender describe how they were or will be resolved and recommend, as appropriate, USAID-level (or other) interventions to facilitate timely resolution of issues raised.
- Include a brief summary of achievements during the concluding quarter towards achieving planned targets disaggregated by gender.
- Present at least one (1) success story (semi-annually) that the Mission might use in reports to either the GOM or USAID/Washington. At least one should address gender.

- Annual Report

The recipient will submit an annual report for the concluding year, which shall be submitted within 30 calendar days following the close of the USG fiscal year (September 30). Specific information on the July – September quarter will be included as part of the annual report.

In addition to meeting the above requirements, the annual report shall include a discussion, supported with quantitative and qualitative evidence of results achieved to date, disaggregated by sex as possible and appropriate. This data shall remain auditable under the terms of the award and USAID program implementation procedures. Moreover, the annual report shall identify and discuss Activity interventions that led to substantial, sustained achievement of results. Such discussions will be instrumental in helping USAID/Mali to complete annual reports to USAID/Washington on overall Activity and program impact. The recipient will be asked to deliver a presentation based on the annual report to the USAID/Mali mission in English, French or both languages.

Performance Planning

- Annual Workplan

The recipient will submit a final plan for the life of the agreement within 45 days after the award signature. The plan will be approved by the AOR.

- Monitoring and Evaluation Plans

The applicant shall submit a draft M&E plan with the application. The plan will be finalized within 45 days after the award. The final M&E plan must contain baseline information. Updates to the M&E Plan can be made annually in collaboration with USAID.

- Close-out Plan

Three months prior to the completion date of the Cooperative Agreement, the Recipient shall submit a Close-out Plan to the Agreement Officer and AOR. The close-out plan shall include, at a minimum, an illustrative Property Disposition plan; a plan for phase out of in-country operations; a delivery schedule for all reports or other deliverables required under the Agreement; and a timeline for completing all required actions in the Plan.

- **Final Report**

In accordance with 2 CFR 328, the recipient must submit a final performance report within ninety (90) days following the estimated completion date of the Agreement. The end-of-Activity report will summarize the major achievements and results, outcomes and outputs under the Activity, as well as obstacles overcome and remaining challenges, all disaggregated by gender if possible and appropriate.

Development Experience Clearinghouse (DEC) Requirements

The recipient will be required to submit deliverables and reports to the Development Experience Clearinghouse. The following reports are development experience documentation:

- Performance reports (quarterly, semi-annual, or annual).
- Annual, semi-annual, or quarterly reports describing the progress and accomplishments of the USAID-funded activity or project.
- Final performance reports submitted 90 days after the expiration or termination of the award.

Submissions are done at the following DEC address: <http://www.usaid.gov/results-and-data/information-resources/development-experience-clearinghouse-dec>

SECTION G - AGENCY CONTACTS

The Agency Agreement Office for this Award is:

USAID/MALI/AAO
Bamako, Mali
bamakoao@usaid.gov

SECTION H - OTHER INFORMATION – ANNEXES

ANNEX 1 - APPLICABLE DOCUMENTS POLICIES AND INITIATIVES

- La constitution du Mali
- USG Women's, Peace and Security
- USAID Mali Results Framework:
[http://www.usaid.gov/sites/default/files/documents/1860/Mali%20Results%20Framework%20Paper Website%20version-Final%20with%20DMD%20edits_0.pdf](http://www.usaid.gov/sites/default/files/documents/1860/Mali%20Results%20Framework%20Paper%20Website%20version-Final%20with%20DMD%20edits_0.pdf)
- La loi electorale du Mali
- CEPPS report: Mali - Promoting Peace and Reconciliation through Inclusive Political Party Dialogue and Strengthened Government Institutions. (Attached)

ANNEX 2 – CERTIFICATIONS, ASSURANCES, OTHER STATEMENTS OF THE RECIPIENT AND REPRESENTATIONS

A. CERTIFICATIONS AND ASSURANCES

1. Certification Regarding Lobbying

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned must complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned must require that the language of this certification be included in the award documents for all subawards at all tiers (including contracts, subawards, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients must certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification will be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

2. Statement for Loan Guarantees and Loan Insurance

"The undersigned states, to the best of his or her knowledge and belief, that: If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned must complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement will be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure."

3. Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)

USAID reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140. The undersigned must review USAID ADS 206 to determine if any certifications are required for Key Individuals or Covered Participants.

If there are COVERED PARTICIPANTS: USAID reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

4. Certification Regarding Terrorist Financing, Implementing Executive Order 13224

By signing and submitting this application, the prospective recipient provides the certification set out below:

1. The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3. The Certification in the preceding sentence will not be deemed applicable to material support or resources provided by the Recipient pursuant to an authorization contained in one or more applicable licenses issued by the U.S. Treasury's Office of Foreign Assets Control (OFAC).
2. The following steps may enable the Recipient to comply with its obligations under paragraph 1:
 - a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of [Specially Designated Nationals and Blocked Persons](#), which is maintained by OFAC, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Recipient.
 - b. Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al-Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's Web site: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.
 - c. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.
 - d. The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
3. For purposes of this Certification -
 - a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."
 - (i) "Training" means instruction or teaching designed to impart a specific skill, as opposed to general knowledge.
 - (ii) "Expert advice or assistance" means advice or assistance derived from scientific, technical, or other specialized knowledge.
 - b. "Terrorist act" means -
 - (i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>); or
 - (ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or
 - (iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose

of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

- c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.
- d. References in this Certification to the provision of material support and resources must not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it will be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

5. Certification Regarding Trafficking in Persons, Implementing Title XVII of the National Defense Authorization Act for Fiscal Year 2013

Note: This certification must be completed prior to receiving an award with an estimated value that exceeds \$500,000, and must be submitted to the Agreement Officer annually during the term of the award.

By signing below, the applicant or recipient, as applicable, through its duly designated representative, after having conducted due diligence, hereby certifies that:

- 1. The applicant/recipient has implemented a compliance plan to prevent the prohibited activities identified in section (a) of the Mandatory Provision "Trafficking in Persons" and is in compliance with that plan;
- 2. The application/recipient has implemented procedures to prevent any activities described in section (a) of the Mandatory Provision "Trafficking in Persons" and to monitor, detect, and terminate any contractor, sub-awardee, employee, or other agent of the applicant/recipient engaging in any activities described in such section; and
- 3. To the best of the representative's knowledge, neither the applicant/recipient, nor any employee, contractor, or sub-awardee of the applicant/recipient, nor any agent of the applicant/recipient or of such a contractor or sub-awardee, is engaged in any of the activities described in section (a) the Mandatory Provision "Trafficking in Persons."

6. Certification of Recipient

By signing below the recipient provides certifications and assurances for (1) the Assurance of Compliance with Laws and Regulations Governing Non-Discrimination in Federally Assisted Programs, (2) the Certification Regarding Lobbying, (3) the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206), (4) the Certification Regarding Terrorist Financing Implementing Executive Order 13224, and (5) the Certification Regarding Trafficking in Persons above.

These certifications and assurances are given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such

date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States will have the right to seek judicial enforcement of these assurances. These assurances are binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign these assurances on behalf of the recipient.

NFO/Request for Application No. _____
Application No. _____
Date of Application _____
Name of Recipient _____
Typed Name and Title _____

Signature _____
Date _____

7. Key Individual Certification Narcotics Offenses and Drug Trafficking

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
2. I am not and have not been an illicit trafficker in any such drug or controlled substance.
3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: _____
Date: _____
Name: _____
Title/Position: _____
Organization: _____
Address: _____
Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.10

8. Participant Certification Narcotics Offenses and Drug Trafficking

1. I hereby certify that within the last ten years:
 - a. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
 - b. I am not and have not been an illicit trafficker in any such drug or controlled substance.
 - c. I am not or have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

2. I understand that USAID may terminate my training if it is determined that I engaged in the above conduct during the last ten years or during my USAID training.

Signature: _____
Name: _____
Date: _____
Address: _____
Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain participants must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

B. Other Statements of Recipient

1. Authorized Individuals

The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant:

Name Title Telephone No.

2. Taxpayer Identification Number (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

3. Data Universal Numbering System (DUNS) Number

(a) Unless otherwise specified in the solicitation using an applicable exemption, in the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient. The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may email Dun and Bradstreet at **globalinfo@dbisma.com** to obtain the location and phone number of the local Dun and Bradstreet Information Services office.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system.

DUNS: _____

4. Letter of Credit (LOC) Number

If the recipient has an existing Letter of Credit (LOC) with USAID, please indicate the LOC number:

LOC: _____

5. Procurement Information

(a) Applicability. This applies to the procurement of goods and services planned by the recipient (i.e., contracts, purchase orders, etc.) from a supplier of goods or services for the direct use or benefit of the recipient in conducting the program supported by the grant, and not to assistance provided by the recipient (i.e., a subgrant or subagreement) to a subgrantee or subrecipient in support of the subgrantee's or subrecipient's program. Provision by the recipient of the requested information does not, in and of itself, constitute USAID approval.

(b) Amount of Procurement. Please indicate the total estimated dollar amount of goods and services which the recipient plans to purchase under the grant:

\$ _____

(c) Nonexpendable Property. If the recipient plans to purchase nonexpendable equipment which would require the approval of the Agreement Officer, indicate below (using a continuation page, as necessary) the types, quantities of each, and estimated unit costs. Nonexpendable equipment for which the Agreement Officer's approval to purchase is required is any article of nonexpendable tangible personal property charged directly to the grant, having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

TYPE/DESCRIPTION (Generic) _____

QUANTITY _____

ESTIMATED UNIT COST _____

(d) Source If the recipient plans to purchase any goods/commodities which are not in accordance with the Standard Provision "USAID Eligibility Rules for Procurement of Commodities and Services," indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, and probable source. "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located in the cooperating country at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received, "source" means the country from which the commodity was shipped to the free port or bonded warehouse. Additionally, "available for purchase" includes "offered for sale at the time of purchase" if the commodity is listed in a vendor's catalog or other statement of inventory, kept as part of the vendor's customary business practices and regularly offered for sale, even if the commodities are not physically on the vendors' shelves or even in the source country at the time of the order. In such cases, the recipient must document that the commodity was listed in the vendor's catalog or other statement of inventory; that the vendor has a regular and customary business practice of selling the commodity through "just in time" or other similar inventory practices; and the recipient did not engage the vendor to list the commodity in its catalog or other statement of inventory just to fulfill the recipient's request for the commodity.

TYPE/DESCRIPTION _____

QUANTITY _____

ESTIMATED GOODS _____

PROBABLE GOODS _____
PROBABLE (Generic) _____
UNIT COST _____
SOURCE _____

(e) Restricted Goods. If the recipient plans to purchase any restricted goods, indicate below (using a continuation page, as necessary) the types and quantities of each, estimated unit costs of each, intended use, and probable source. Restricted goods are Agricultural Commodities, Motor Vehicles, Pharmaceuticals, Pesticides, Used Equipment, U.S. Government-Owned Excess Property, and Fertilizer.

TYPE/DESCRIPTION _____
QUANTITY _____
ESTIMATED _____
PROBABLE _____
INTENDED USE (Generic) _____
UNIT COST _____
SOURCE _____

(f) Supplier Nationality. If the recipient plans to purchase any goods or services from suppliers of goods and services whose nationality is not in accordance with the Standard Provision "USAID Eligibility Rules for Procurement of Commodities and Services," indicate below (using a continuation page, as necessary) the types and quantities of each good or service, estimated costs of each, probable nationality of each non-U.S. supplier of each good or service, and the rationale for purchasing from a non-U.S. supplier.

TYPE/DESCRIPTION _____
QUANTITY _____
ESTIMATED _____
PROBABLE SUPPLIER _____
NATIONALITY _____
RATIONALE (Generic) _____
UNIT COST (Non-US Only) _____
FOR NON-US _____

6. Type of Organization

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as ☐ a corporation incorporated under the laws of the State of, ☐ an individual, ☐ a partnership, ☐ a nongovernmental nonprofit organization, ☐ a state or local governmental organization, ☐ a private college or university, ☐ a public college or university, ☐ an international organization, or ☐ a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as ☐ a corporation organized under the laws of _____ (country), ☐ an individual, ☐ a partnership, ☐ a nongovernmental nonprofit organization, ☐ a nongovernmental educational institution, ☐ a governmental organization, ☐ an international organization, or ☐ a joint venture.

8. Estimated Costs of Communications Products

The following are the estimate(s) of the cost of each separate communications product (i.e., any printed material [other than non-color photocopy material], photographic services, or video production services) which is anticipated under the grant. Each estimate must include all the costs associated with preparation and execution of the product. Use a continuation page as necessary.

C. REPRESENTATIONS

1. Prohibition on Providing Federal Assistance to Entities that Require Certain Internal Confidentiality Agreements – Representation

(a) In accordance with section 743 of Division E, Title VII, of the Consolidated and further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), Government agencies are not permitted to use funds appropriated (or otherwise made available) under that or any other Act for providing federal assistance to an entity that requires employees, subawardees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The prohibition in paragraph (a) of this provision does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the nondisclosure of classified information.

(c) By submission of its application, the prospective recipient represents that it does not require employees, subawardees, or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, subawardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

2. Representation by Organization Regarding A Delinquent Tax Liability Or A Felony Criminal Conviction (August 2014)

(a) In accordance with section 7073 of the Consolidated Appropriations Act, 2014 (Pub. L. 113-76) none of the funds made available by that Act may be used to enter into an assistance award with any organization that –

- (1) Was “convicted of a felony criminal violation under any Federal law within the preceding 24 months, where the awarding agency has direct knowledge of the conviction, unless the agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government”; or
- (2) Has any “unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, where the awarding agency has direct knowledge of the unpaid tax liability, unless the Federal agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government”.

For the purposes of section 7073, it is USAID's policy that no award may be made to any organization covered by (1) or (2) above, unless the M/OAA Compliance Division has made a determination that suspension or debarment is not necessary to protect the interests of the Government.

(b) Applicant Representation:

- (1) The Applicant represents that it is ☐ is not ☐ an organization that was convicted of a felony criminal violation under a Federal law within the preceding 24 months.
- (2) The Applicant represents that it is ☐ is not ☐ an organization that has any unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

ANNEX 3: ILLUSTRATIVE LOCAL COMPENSATION PLAN (Effective October 02, 2016)

Grade	Basic Rate	Currency	Salary Minimum	Salary Maximum	Job Title (Function)
	No Benefits included		Step - 1	Step - 13	Titles
FSN - 1	Annual	Mali	1,545,067	2,394,859	Janitor.
		F.CFA			Driver.
FSN - 2	Annual	Mali	1,999,767	3,099,639	Janitor – Gardener – Warehouseman.
		F.CFA			File Clerk - Duplicating Equipment Operator.
FSN - 3	Annual	Mali	2,632,497	4,080,369	Guard - Mail Clerk.
		F.CFA			Clerk Typist - Distribution Clerk.
FSN - 4	Annual	Mali	2,984,842	4,626,502	Clerk Typist – Receptionist.
		F.CFA			Office Machine Repairman - Telephone Operator.
FSN - 5	Annual	Mali	3,812,057	5,908,697	Clerk Typist – Voucher Examiner.
		F.CFA			Supply Clerk - Data Entry Clerk.
					Telephone Operator - Shipment Assist.
FSN - 6	Annual	Mali	5,003,781	7,755,861	Document Control Clerk - Files Mgt Supervisor.
		F.CFA			Cashier.
					Motor Pool Supervisor.
					Property Records Supervisor.
FSN - 7	Annual	Mali	6,467,475	10,024,587	Secretary , Office Manager, Admin Assistant.
		F.CFA			Maintenance Foreman - Maintenance Inspector.
					Procurement Assistant.
					Cashier.
FSN - 8	Annual	Mali	8,464,841	13,120,505	Payroll Liaison Assist; Admin Assist for Direction.
		F.CFA			Shipment Specialist.
					Development Program Assistant.
					Project Mgt Assistant, Human Resources Assistant.
					Voucher Examiner; Property Mgt Supervisor.
FSN - 9	Annual	Mali	11,548,695	17,900,475	Budget Analyst.
		F.CFA			Maintenance Specialist.
					Human Resources Assistant.
					Procurement Specialist/Agent.
					Management Assist.
FSN 10	Annual	Mali	13,508,128	20,937,604	Dev Assist Specialist.
		F.CFA			Supervisory Voucher Examiner.
					Project Management Specialist.
					Acquisition & Assistance Specialist.
FSN 11	Annual	Mali	15,858,340	24,580,432	Financial Support Advisor; Monitoring & Evaluation Specialist.
		F.CFA			Dev Program Specialist/Budget; Conflict Advisor.
					Executive Specialist (Administration) - Systems Administrator (IT Manager).
					Project Management Specialist.
FSN 12	Annual	Mali	19,116,906	29,631,210	Chief Accountant.
		F.CFA			Supervisory Financial Support Advisor.
					Development Program Specialist.
					Project Management Specialist.

ANNEX 4 - Cost Application Template

Budget Spreadsheet: Dollar Costs

Summary Spreadsheet

Cost Line Item	Year 1	Year 2	Total
Labor (Salaries, Fringe Benefits, Allowance)			
Consultants			
Travel, Transportation & Per Diem			
Equipment and Supplies			
Activities Support Costs			
Sub-Contracts			
Other Direct Costs			
Total Estimated Direct Amount			
Indirect Costs			
Total Estimated Amount			
Cost Share			

Detailed Budget Spreadsheet: (to be used for the prime and subs)

ITEMS	Year 1	Year 2	Total
LABOR			
Direct Long-Term Labor (Expatriate)			
Direct Long-Term Labor (Local)			
Home Office Allowances			
Fringe Benefits			
Consultants			
- Direct Short-Term Labor (Expatriate)			
- Direct Short-Term Labor (Local)			
Total Labor			
TRAVEL, TRANSPORTATION & PER DIEM			
Assignment to Post and Entitlement			
International Travel			
Local Travel			
Per Diem			
Total Travel, Transportation & Per Diem			
EQUIPMENT			
Expendable Equipment & Supplies			
Vehicles & Non Expendable Equipment			
Total Equipment			
ACTIVITY COSTS			
Commodities			
Training			
Other			
Total Activity Costs			
Sub-Awards			
US NGOs			
Local NGOs			
Total Sub-Contracts			
OTHER DIRECT COSTS			
Field Office			
Communication and Misc. Office costs			
Equipment maintenance costs			
Home office costs, communication and other			
Total Other Direct Costs			
TOTAL DIRECT COSTS			
INDIRECT COSTS			
Overhead			
G & A			
Other Indirect Costs			
Total Indirect Costs			
TOTAL ESTIMATED AMOUNT			
Cost Share			

CEPPS/ IRI Final Report: March 28, 2013 to February 29, 2016

MALI: Promoting Peace and Reconciliation through Inclusive Political Party Dialogue and Strengthened Government Institutions

USAID Associate Cooperative Agreement No. AID-688-LA-13-00004, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00

Project Dates: March 28, 2013 to June 30, 2016

I. EXECUTIVE SUMMARY

Mali was until recently considered a West African democratic success story, having held successful democratic elections from 1992 to 2009. However, the country lost this standing when a military *coup d'État* deposed the democratically elected president in March 2012 and the northern regions were seized by Tuareg secessionist groups and jihadist extremists. The *coup* exposed the fragility of Mali's democracy and brought to the surface the underlying discontent, skepticism, and disenchantment of Malians with the country's democratic and political institutions. While a June 2013 peace accord paved the way for a return to peace and set the stage for presidential and legislative elections, Mali's fragile institutions, including its various electoral management bodies and political parties, continued to need support so that polls are credible and inclusive.

Additionally, Mali's political parties, candidates, and supporters often lacked capacity, knowledge, skills, and resources to participate meaningfully, actively, and peacefully in the electoral process. In the post-election periods, Malians looked to their political leaders and elected representatives to enact political and electoral reforms, and to represent citizens' interests. To meet these expectations, the national legislature, local councils, mayors, and political parties needed technical advice and guidance to engage with constituents to address citizens' concerns and to put forward policies, reforms, and development initiatives that reflected those priorities.

To enable political leaders, civil society and citizens to establish an effective, inclusive democracy, CEPPS worked with a range of political and civic actors to strengthen Mali's democratic processes in the post-coup environment:

- By providing **civil society organizations** (CSOs) with targeted technical and financial support, CEPPS enabled these partners to increase the transparency and credibility of presidential, legislative, and local elections and of the pre- and post-electoral periods; and to advocate for priority electoral reform measures. Likewise, partner CSOs played key

roles in civic and voter education efforts, encouraging citizens to engage actively in the electoral process.

- In training and guiding **political parties** to effectively serve their role in supporting inclusive, credible polls and in facilitating the peaceful acceptance of results through party poll-watching and implementing a joint code of conduct, CEPPS enabled parties to contribute to peaceful elections and accept electoral outcomes. In assisting political parties to develop issue-based policies through consultations with constituents, and to lead campaigns that focus on issues that citizens – including women and youth – care about, CEPPS helped parties respond to the public's concerns and increased the participation of citizens in political and electoral processes.
- By supporting **legislators** to adopt reforms in the legal framework, oversee government actions, and maintain more effective outreach to constituents, CEPPS assisted the National Assembly to increase the public's trust and support in its elected institutions.
- In providing technical and training assistance to the **electoral management bodies (EMBs)** in Mali, CEPPS assisted in the strengthening of the electoral process, and increased the credibility of that process.
- By offering resources and technical expertise to **mayors** to comprehensively assess their terms and communicate the results to constituents, CEPPS supported increased awareness among Malian citizens of electoral and local government practices and fostered more robust dialogue among stakeholders at the local level.

CEPPS/IRI implemented a three-year program designed to increase the awareness and engagement of Malian stakeholders in electoral processes and issues; assist political parties and their candidates to communicate on issues of interest to citizens through broadcast debates; provide civic and voter education to Malian voters through print media; encourage Malian IDPs and returned refugees to participate in the legislative elections and engage in dialogue; support regional and communal elections through candidate trainings; increase the engagement and communication of local elected officials with constituents, strengthen citizens' role of oversight and advocacy to subnational government officials; and provide the knowledge and tools to newly elected officials to fulfil their roles within subnational governance structures. Given the fluid security and political environment of Mali, CEPPS/IRI adapted its program design and corresponding activities to respond accordingly while working toward the fulfillment of each objective.

II. POLITICAL CONTEXT

Political Developments

When the government of former President Amadou Toumani Touré was overthrown in March 2012, Mali experienced political uncertainty that precipitated the takeover of its northern regions by separatists battling for an independent Azawad state, backed by Islamist insurgent groups. With significant assistance from the international community, Mali gradually recovered its territorial integrity, paving the way for the organization of presidential and legislative elections in 2013 and a return to constitutional order. The inauguration of 147 deputies in the new National Assembly on January 21, 2014 following the November and December 2013 legislative elections was a symbolic moment that for many Malians that represented the end of the

transitional period and a return to political order. Throughout the presidential and legislative elections, CEPPS contributed civic engagement activities across the country and technical guidance to the election and monitoring bodies (EMBs).

However, after just six months in office, Prime Minister Oumar Tatam Ly resigned, citing government dysfunction and differences of opinion with President Keita, and was replaced by Mr. Moussa Mara, a 2013 presidential candidate for the opposition party Yelema. Mara appointed a new cabinet and restructured one of CEPPS's key government partners, the Ministry of Territorial Administration (MAT).

On September 24, 2015, President Keita reshuffled the government of Mali (GoM), which increased from 29 to 31 members and included five women, two of whom were appointed as ministers of Justice and Health and Public Hygiene. Also, Mr. Mohamed Ag Erlaf, a member of the *Groupe Autodéfense Touareg Imghad et Alliés* (Self-Defense Group of Imghad Tuaregs and Allies – GATIA) entered the GoM as the Minister of Decentralization and State's Reform.

On November 12, 2015, after heated discussions between members of parliament (MPs) and the Minister of Women, Children and Family Promotion, the National Assembly overwhelmingly passed the gender quota law, requiring that at least 30 percent of candidates on party lists to be women. Two of CEPPS' key civil society partners, the *Cadre de Concertation des Femmes des Partis Politiques* (Consultative Framework for Women in Malian Political Parties – CCFPP) and *Réseau des Femmes Parlementaires* (Network of Women Parliamentarian – REFEP), had heavily lobbied for this law.

From April 2014 to March 2016, regional and local elections were postponed four times due to security concerns in the northern regions and negotiations of the Peace Accord with armed groups. The first three postponements resulted in the extension of the mandates of mayors and municipal councils and in the subsequent realignment of CEPPS's objectives, especially affecting civic engagement activities. CEPPS/IRI adapted its activities to focus resources on strengthening communication and accountability between existing mayors and municipal councils and their constituents.

Following the forth postponement, the National Assembly voted to install interim mayors and municipal councils representing the GoM and former armed groups recognized by the Peace Accord. While the law passed with 103 out of 147 votes, opposition MPs criticized the law, which is viewed to provide preferential treatment to the instigators of the 2012 crisis. These recent events stress the importance of continued support to the implementation of the Peace Accord and preparation of regional and local elections.

Peace Accord and Security Concerns

Throughout the program, the security situation has remained precarious across the country, especially in the northern regions where attacks by extremists and armed groups have continued to occur on a regular basis despite the presence of United Nations (UN) peacekeeping troops of the UN Multidimensional Integrated Stabilization Mission (MINUSMA). Additionally, extremist groups have increased the number of attacks in the southern regions such as the Radisson Blu

Hotel on November 20, 2015 and Nord Sud Hotel on March 21, 2016. As a result, CEPPS took additional security precautions and conducted a limited number of activities outside of Bamako toward the end of the program.

In February 2014, the GoM and armed groups began the Peace Accord negotiations, including measures to start the disarmament, demobilization and reintegration (DDR) process in the northern regions. However, these efforts suffered significant setbacks when Tuareg armed groups took control of the commune of Kidal on May 17, 2014, during Prime Minister Mara's first official visit. Following the agreement of a ceasefire, the three largest armed groups agreed to resume negotiations with the GoM, which began in Algiers in July 2014. The GoM and armed groups held several rounds of negotiations in Algiers to resolve remaining issues and eventually reached an agreement and signed the Algiers Peace Accord on June 20, 2015.

Following the Algiers Peace Accord, the GoM created the *Comité de Suivi de l'Accord* (Committee Overseeing the Implementation of the Peace Accord – CSA), which is responsible for implementing the Peace Accord. However, renewed conflict broke out between armed groups in the communes of Anefis and Khalil in August and September 2015 to control strategic cross roads in the northern regions. In October 2015, these armed groups agreed to retreat and the CSA and MINUSMA were able to begin the DDR process. The implementation of the Peace Accord remains fragile and the CSA has requested additional support to inform citizens on the content of the Peace Accord. In an effort to respond to the security situation, CEPPS has worked closely with USAID to provide limited support to the CSA. In January and February 2016, CEPPS/IRI held post-election dialogue sessions and decentralization forums to inform and gather recommendations from key thought leaders on the Peace Accord and decentralization process.

III. OBJECTIVES

USAID Objective 1: To reinforce progress towards a peaceful, active and stable political society by promoting reconciliation and participatory development

CEPPS Objective 1.1: To build the capacity of domestic civil society organizations to monitor the 2013-2014 electoral process (CEPPS/NDI)

CEPPS Objective 1.2: To enhance the capacity of parties to represent citizen priorities in campaign messages and platforms (CEPPS/NDI)

CEPPS Objective 1.3: To enhance the capacity of parties to peacefully engage in the electoral process and in post-election reform (CEPPS/NDI)

CEPPS Objective 1.4: To enhance the ability of newly elected institutions to solicit and use citizen input (CEPPS/NDI)

CEPPS Objective 1.5: To strengthen the capacity of the Elections Management Bodies (MAT/DGE/CENI) through targeted technical assistance and training (CEPPS/IFES)

CEPPS Objective 1.6: To help communities reconcile in a democratically governed society (CEPPS/IFES) *Removed*

CEPPS Objective 1.7: To help support the legal and electoral reform process (CEPPS/IFES)

CEPPS Objective 1.8: Malian stakeholders have increased awareness of electoral processes, engage in constructive dialogue on electoral issues, and develop recommendations for future electoral processes in advance of and following national elections (CEPPS/IRI)

USAID Objective 2: Increase Malian citizens' civic awareness and participation in elections through radio programs

CEPPS Objective 2.1: To strengthen citizens engagement and participation in the electoral process through widespread voter outreach (CEPPS/IFES)

CEPPS Objective 2.2: To build the capacity of community radio animators to carry out election-related activities in support of a transparent and peaceful transitional electoral process (CEPPS/IFES)

CEPPS Objective 2.3: Political parties and their candidates communicate on issues of interest to citizens in broadcast debates (CEPPS/IRI)

CEPPS Objective 2.4: Malian voters receive civic and voter education through print media in advance of legislative elections. (CEPPS/IRI)

USAID Objective 3: Improve voter access for internally displaced persons and returning refugees in Mali's legislative and municipal elections

CEPPS Objective 3.1: Build the capacity of nonpartisan election observation groups and political parties to monitor the participation of IDPs and recently returned refugees in Mali's legislative and local electoral processes (CEPPS/NDI)

CEPPS Objective 3.2: Revise the legal framework to enable IDPs and returned refugees to vote. (CEPPS/IFES)

CEPPS Objective 3.3: Malian IDPs' and returned refugees are encouraged to participate in legislative elections (CEPPS/IRI)

CEPPS Objective 3.4: Malian political stakeholders engage in dialogue on issues that relate IDP and returned refugee participation in the electoral process. (CEPPS/IRI)

Objectives (Effective February 28, 2015)

USAID Objective 1- Regional and Communal Elections Support: Assist the government of Mali to plan, manage and execute regional and communal elections, ensuring robust citizen participation and oversight.

CEPPS Objective 1.1: To strengthen the capacity of the Election Management Bodies through targeted technical assistance and training (CEPPS/IFES)

CEPPS Objective 1.2: To strengthen citizens engagement and participation in the electoral process through widespread voter outreach (CEPPS/IFES)

CEPPS Objective 1.3: To build the capacity of domestic civil society organizations to monitor the local and regional electoral process and advocate for reform. (CEPPS/NDI)

CEPPS Objective 1.4: To enhance the capacity of political parties to represent citizens' priorities in campaign messages and platforms. (CEPPS/NDI)

CEPPS Objective 1.5: Candidates are prepared to implement campaigns and communicate on issues of interest to citizens. (CEPPS/IRI)

USAID Objective 2 – Civic Education and Political Inclusion: Increased participation in political processes and decision making. All Malians should be able to understand, support, and participate in Mali's efforts to reform various sectors that include justice, decentralization, and the security sector. This participation should include historically marginalized groups, women, and youth.

CEPPS Objective 2.1: To strengthen the capacities of civil society organizations in the development and implementation of civic and voter outreach (CEPPS/IFES)

CEPPS Objective 2.2: To increase the engagement of women and youth in political processes and decision-making. (CEPPS/NDI)

CEPPS Objective 2.3: To enhance the capacity of national legislators to interact with constituents on political reform and other priorities. (CEPPS/NDI)

USAID Objective 3- Sub National Governance: Strengthen newly elected officials to represent constituent interests in development planning and oversight at the sub national and national level, and to prepare regional councils to oversee implementation of development programs.

CEPPS Objective 3.1: Malian subnational government officials increase level of engagement and communication with constituents and other governmental institutions to assess past governance performance and citizen priorities and concerns. (CEPPS/IRI)

CEPPS Objective 3.2: Citizens' role in oversight of and advocacy to subnational government officials and institutions is strengthened. (CEPPS/IRI)

CEPPS Objective 3.3: Newly elected Malian subnational officials and their constituents have the basic knowledge and tools to fulfill their roles within subnational government structures. (CEPPS/IRI)

IV. ACTIVITIES

CEPPS/IRI Objective 1.8 (March 2013 – February 2015): Malian stakeholders have increased awareness of electoral processes, engage in constructive dialogue on electoral issues, and develop recommendations for future electoral processes in advance of and following national elections (CEPPS/IRI)

1) Voter Awareness Workshops

Between June 26 and August 6, 2013, CEPPS/IRI conducted a series of voter awareness workshops in Ségou (June 26-27), Sikasso (July 10-11), Mopti (July 18-19), Kayes (July 23-24), and Koulikoro (August 5-6), for a total of 268 participants. During each workshop, the participants discussed the challenges and obstacles to conducting successful elections and ways to promote turnout. Upon completion of the workshop, each attendee received a copy of the voter's guide.

2) Post-Election Dialogue Sessions

Under this objective, CEPPS/IRI held 24 post-election dialogue sessions for both the presidential and legislative elections. The purpose of these sessions was to assess the strengths and weaknesses of the 2013 presidential and legislative election processes, develop recommendations for future elections, and compile these recommendations in a report for election monitoring bodies (EMBs), including the Independent National Electoral Commission (CENI), the General Directorate for Elections (DGE) and the Ministry of Territorial Administration (MAT). CEPPS/IRI held these dialogue sessions with political parties, traditional leaders, women and youth organizations, people with disabilities (PWDs), internally displaced persons (IDPs) and returned refugees. In total, these 24 sessions brought together 747 participants, including at least 280 women.

Table 1. List of Post-Election Dialogue Sessions (Presidential and Legislative)

Commune	Date
Ségou	September 13-14, 2013
Mopti	September 16-17, 2013
Koulikoro	September 20-21, 2013
Kayes	September 24-25, 2013
Sikasso	October 1-2, 2013
Ségou	February 5-7, 2014
Kidal	February 12-13, 2014
Timbuktu	February 10-15, 2014
Gao	February 12-14, 2014
Kayes	March 27-29, 2014

3) Post-Election Stakeholder Roundtable¹

On April 17 and 18, 2014, the CEPPS partners jointly held a post-election roundtable in Bamako that brought together representatives from political parties, CSOs, the governorate of Bamako, EMBs, journalists, and the international community. In total, the two-day roundtable gathered 113 participants, including 20 women, who assessed the successes and challenges from the 2013 elections. During the roundtable, the CEPPS partners and their civil society partners exchanged lessons learned during seven panel discussions covering a range of election-related topics. The participants also developed five sets of recommendations for the government of Mali, the donor community, the CEPPS partners, political parties, and civil society actors. Some of the recommendations include: revisions to electoral documents, improved funding mechanisms for candidates, continued support for women candidates, better coordination among civil society actors in election-related efforts, and more thorough record-keeping techniques. The CEPPS partners presented a finalized Post-Election Recommendations Report of these recommendations to the CENI, DGE and MAT on October 14, 2014 to inform the preparation of upcoming local elections.

4) End of Mandate Assessments

From September 2014 to January 2015, CEPPS/IRI and its local partners² conducted the first nine out of 18 End of Mandate Assessments (EMA) across Mali. Each EMA, a ten-day process, culminated in a workshop (Restitution Day) during which the mayor and the members of the communal council presented the results of the assessment and answered citizen questions related to the assessment. CEPPS/IRI worked with its local partners as well as with the *Direction nationale des Collectivités territoriales* (DNCT – National Directorate of Local Authorities) to select the communes in which the EMAs were held. CEPPS/IRI's local partners conducted a preparatory work phase with the mayors to help them form a steering committee³ and assess whether the mayor fulfilled the commitments made at the beginning of his term and compiled in the *Plan de Développement économique et social de la Commune* (PDSEC – Communal Economic and Social Development Plan).⁴ CEPPS/IRI's local partners then provided each commune with a set of tools to the mayor and the members of the steering committee. The tools primarily contained three assessment forms: 1) a self-assessment of the mayor's five-year term; 2) a form completed by civil society actors to reflect their perception of how the mayor fulfilled his/her term; and 3) a form completed by the regional (state) representative, reflecting his/her assessment of how the mayor responded to administrative issues during his/her time in office. Then, the mayor and the members of the steering committee held a meeting to review and analyze these forms before distributing them to citizens during Restitution Day.

¹ This was a joint activity between IRI, IFES, and NDI.

² Association pour la Promotion du Secteur rural et urbain (APSRU), Groupe Action Recherche pour le Développement local (GARDL), Action Recherche pour le Développement des Initiatives locales (ARDIL) and Association Les Nouvelles Initiatives au Mali (ANIMALI)

³ Generally, the steering committees consisted of the mayor, the deputy mayor, the general secretary of the communal council, accountants, representatives of service provision entities (often education and health) and two representatives from civil society.

⁴ The PDSEC is a comprehensive document setting targets for the municipality during the mayor's term, including service delivery areas such as agriculture, clean water, healthcare, culture, the environment, and more

Each Restitution Day consisted of five separate sessions: the mayor's overview of his/her five-year term, including the civil society analysis of the mayor's fulfillment of his/her stated commitments, especially in terms of service delivery; a citizens' questions and answers session with the mayor; the regional representative's assessment of the mayor's responsiveness to administrative issues at the regional level; and a presentation by the steering committee of a joint list of recommendations adopted by consensus with the citizens attending the workshop. CEPPS/IRI provided technical assistance to the communes' steering committees. The local partners wrote a comprehensive report of each EMA, compiling lessons learned and recommendations. The steering committee was then in charge of disseminating the report to local representatives and citizens, municipal boards and local radio stations. Please see below the breakdown of first cycle of EMAs by commune (region), date and gender.

Table 2. List of EMA places and breakdown of participation

Commune (Region)	Date	Men	Women	Total
Rural commune of Dougabougou (Ségou)	September 23, 2014	70	23	93
Urban commune of Djenne (Mopti)	October 2, 2014	63	74	137
Rural commune of Konséguéla (Sikasso)	October 13, 2014	85	27	112
Urban commune IV of Bamako (Bamako)	October 21, 2014	58	34	92
Rural commune of Nossombougou (Koulikoro)	October 28, 2014	76	13	89
Rural commune of Kassaro (Kayes)	November 5, 2014	63	64	127
Urban commune of Gao (Gao)	December 10, 2014	42	3	45
Urban commune of Kidal (Kidal)	January 9, 2015	18	6	24
Urban commune of Timbuktu (Timbuktu)	January 31, 2015	60	11	71
Total		535	255	790

CEPPS/IRI Objective 2.3 (March 2013 – February 2015): Political parties and their candidates communicate on issues of interest to citizens in broadcast debates

1) Political Debate and Media Workshop and Public Issue-Based Debates

In November and December 2013, CEPPS/IRI conducted a political debate and media workshop for political party-selected candidates representing nine different political parties from four regions. The candidates learned about the methods and skills needed to engage in constructive, peaceful, and effective debates; and develop issue-based messages and platforms to communicate their policy priorities to the voters as well as the role of a Member of Parliament. The workshop also included a module on public speaking, interview techniques, messaging voter identification tactics, field operations planning, and techniques for Get Out The Vote. Following the workshop, CEPPS/IRI held a series of issue-based debates with candidates for the legislative elections and civic education programs. These debates and civic education programs were aired on various public radio programs across the country, including in Bamako, Bougouni, Gao, Kita, Koulikoro, Koutiala, Mopti, San, Ségou, Sikasso, and Timbuktu. Please see below the breakdown of the issue-based debates and civic education programs by date, commune (region), political party and number of participants.

Table 3. Breakdown of Party Participation and Location

Date	Commune (Region)	Political Party
December 12, 2013	Bamako 1 (Bamako)	RPM/CODEM
December 12, 2013	Bamako 2 (Bamako)	Civic education program
December 12, 2013	Bamako 3 (Bamako)	Civic education program
December 12, 2013	Bamako 4 (Bamako)	Civic education program
December 12, 2013	Bamako 5 (Bamako)	Civic education program
December 12, 2013	Bamako 6 (Bamako)	Civic education program
December 12, 2013	Mopti (Mopti)	Civic education program
December 12, 2013	Gao (Gao)	RPM
December 12, 2013	Timbuktu (Timbuktu)	ADEMA
December 12, 2013	San (Ségou)	Civic education program
December 12, 2013	Koulikoro (Koulikoro)	Civic education program
December 12, 2013	Sikasso (Sikasso)	CODEM/RPM
December 12, 2013	Segou (Segou)	Civic education program
December 13, 2013	Bougouni (Sikasso)	URD/RPM
December 13, 2013	Koutiala (Sikasso)	ADEMA/UDD
December 13, 2013	Kita (Kayes)	ADEMA/RPM
Total	16 Programs	5 Political Parties

CEPPS/IRI Objective 2.4 (March 2013 – February 2015): Malian voters receive civic and voter education through print media in advance of legislative elections

1) Publication and Distribution of Voter Material

To prepare for the 2013 legislative elections, CEPPS/IRI designed, printed, and distributed voter material including voter's guides, stickers, flyers, and posters. The voter's guide followed a model and design similar to the guide created by CEPPS/IRI for the presidential election, with some updates. Given the illiteracy rate and the diversity of the languages spoken throughout the country, and in order to maximize the number of citizens reached by this voter education effort, CEPPS/IRI also developed, in partnership with local artists, picture-based tools, such as posters, flyers, and stickers. The guides were distributed to participants of the CEPPS/IRI-led voter awareness workshops. CEPPS/IRI worked with some United Nations agencies⁵ to distribute the posters, stickers, and flyers and to have access to the conflict zone where refugees returned from Mauritania. CEPPS/IRI also printed advertisements in three newspapers in Bamako.⁶ The advertisements followed the same concept and design as the posters, but focused particularly on the legislative elections.

Table 4. Breakdown of Voter Education: Print Media

Type	Quantity/Number Distributed
Posters	8,778
Flyers	7,000
Newspaper Advertisements	3 newspapers

⁵ The United Nations High Commissioner for Refugees (UNHCR), the United Nations Development Programme (UNDP), and the Office for the Coordination of Humanitarian Affairs (OCHA).

⁶ L'Indépendant, le Républicain, and Le Combat

Stickers	6,000
Voter's Guides	1,138
Total	22,919 Items of Print Media

2) Voter Awareness Workshops

Following the same model as the presidential election, CEPPS/IRI and its local partners facilitated a series of voter awareness workshops ahead of the legislative elections. The workshops covered the special voter registration transfer process, the electoral legal framework, and also included a simulation of voting procedures. Participants included traditional leaders, representatives from the northern regions of Mali, women, youth, and PWDs. During the workshops, CEPPS/IRI distributed copies of the voter's guide, flyers, and posters to the participants as tools to use for their own voter education efforts within their communities and professional networks. Please see below the breakdown of the voter awareness workshops by date, commune (region), gender and number of participants.

Table 5. Breakdown of Voter Awareness Workshops

Date	Commune (Region)	Men	Women	Total
October 24-25, 2013	Koulikoro	31	29	60
November 3-4, 2013	Mopti	39	23	62
November 13-14, 2013	Segou	36	24	60
November 19-20, 2013	Sikasso	37	20	57
November 20-21, 2013	Kita (Kayes)	46	14	60
November 21-22, 2013	Timbuktu	44	16	60
November 21-22, 2013	Gao	45	15	60
November 21-22, 2013	Kidal	43	17	60
December 11-12, 2013	Niono	41	18	59
December 12, 2013	Bamako	19	11	30
December 13, 2013	Timbuktu	19	17	36
Total	20 Sessions	400	204	604

3) Civic Education Workshops

In July 2014, CEPPS/IRI facilitated two civic education workshops with 90 participants, including 41 women, in Ségou. These workshops provided participants with civic education regarding the rights and duties of citizens and of government officials at the local level. The first workshop targeted participants from women's organizations, youth organizations, and representatives of disabled people. The second was intended for political party leaders, religious leaders, and traditional leaders. Topics covered during both workshops included the rights and duties of citizens, best practices in democratic governance, and a step-by-step process for civil society activism. Following the completion of the workshops, the participants received 450 citizen's guides. The goal was for each participant to further distribute and discuss the rights and duties of citizens with up to five peers in his/her respective communities.

Table 6. Participation in the Civic Education Workshops

Target	Men	Women	Total
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Women, Youth and Persons with Disabilities	16	30	46
Political Parties, Religious Leaders and Traditional Leaders	33	11	44
Total	49	41	90

CEPPS/IRI Objective 3.3 (March 2013 – February 2015): Malian IDPs’ and returned refugees are encouraged to participate in legislative elections

1) NGO Voter Education Workshops

CEPPS/IRI conducted a training of trainers (ToT) workshop for its local partners to conduct voter awareness workshops in Mali’s northern regions. During the ToT workshop, CEPPS/IRI’s local partners created tailored voter education campaigns for IDPs and returned refugees on the importance of voting, the electoral process and timetable, and the right to vote. CEPPS/IRI’s local partners were selected based on their existing in-house training and facilitation capacity, their demonstrated experience with implementing local governance initiatives, their experience working with international organizations and their established presence in one of the target IDP and returned refugee regions.

Following the 2013 presidential elections, the MAT announced the opportunity for all registered voters to transfer their voting location between October 15 and 30, 2013. This transfer period was geared primarily toward IDPs who had relocated and returned refugees, two groups that CEPPS/IRI recognized as a key targets for voter education. To disseminate information on how to transfer voting location within the period, CEPPS/IRI printed and distributed 7,000 flyers to nearly all regions of the country. CEPPS/IRI distributed the flyers during its civic education workshops in Bamako, Kayes, Koulikoro and Mopti. Simultaneously, CEPPS/IRI’s local partners distributed the flyers in the three northern regions.

Table 7. Flyer distribution

Region	Number of Flyers Printed
Gao	1,000
Kidal	1,000
Timbuktu	1,000
Mopti	1,000
Kayes	500
Bamako	1,500
Koulikoro	1,000
Total	7,000

CEPPS/IRI Objective 3.4 (March 2013 – February 2015): Malian political stakeholders engage in dialogue on issues that relate IDP and returned refugee participation in the electoral process

1) Political Party Roundtable Sessions

CEPPS/IRI's local partners facilitated political party roundtable sessions in Gao, Kidal, Niono and Timbuktu. CEPPS/IRI targeted these regions because of the dense population of IDPs and returned refugees. These roundtables were an opportunity to facilitate dialogue between civil society organizations and political parties and their candidates, and to engage the political parties and their candidates on the priorities outlined in their respective advocacy campaigns on issues that relate to IDPs and returned refugee participation in the electoral process. Candidates and political party representatives were encouraged to adopt IDPs and returned refugee-inclusive policies in their campaigns and party platforms. These roundtables also included breakout sessions on the main barriers during the elections, strategies that lead to a higher turnout on Election Day and strategies to prevent electoral conflict.

Table 8. Participation in the Political Party Roundtable Sessions

Date	Location	Lead Partner	Men	Women	Total
December 13, 2013	Niono	APSRU	30	5	35
December 20, 2013	Kidal	GARDL	23	7	30
December 21, 2013	Timbuktu	ARDIL	20	10	30
December 23, 2013	Gao	ANIMALI	17	13	30
Total	4 Sessions		90	35	125

USAID Objective 1 (February 2015 – February 2016): Regional and Communal Elections Support: Assist the government of Mali to plan, manage and execute regional and communal elections, ensuring robust citizen participation and oversight.

CEPPS/IRI Objective 1.5 (February 2015 – February 2016): Candidates are prepared to implement campaigns and communicate on issues of interest to citizens.

Intermediate Result 1.5.1: Candidates have enhanced communication and campaign skills.

During the course of the project, CEPPS/IRI was unable to conduct the activities planned under this objective and intermediate result, as a critical assumption – namely, that communal and regional elections would take place – was not fulfilled. CEPPS/IRI decided to dedicate its resources to activities under Objective 3. USAID later approved the cancellation of Objective 1.5 on December 31, 2015.

USAID Objective 3 (February 2015 – February 2016): Sub National Governance: Strengthen newly elected officials to represent constituent interests in development planning and oversight at the sub national and national level, and to prepare regional councils capacity to oversee implementation of development programs

CEPPS/IRI Objective 3.1 (February 2015 – February 2016): Malian subnational government officials increase level of management and communication with constituents and other governmental institutions to assess past governance performance and citizens priorities and concerns

Intermediate result 3.1.1: End of mandate assessments and reports are completed to evaluate mayoral past performance, identify lessons learned and make recommendations for incoming communal representatives.

From May 14 through August 10, 2015, CEPPS/IRI and its local partners conducted a second cycle of EMAs and Restitution Days in nine additional communes across the country. Please see below the breakdown of the second cycle of EMAs and Restitution Days by commune (region), date and gender.

Table 9. List of EMA places and breakdown of participation

Commune (Region)	Date	Men	Women	Total
Rural commune of Pelengana (Segou)	May 14, 2015	80	84	164
Rural commune of Sony Ali Ber (Gao)	May 25, 2015	62	13	75
Rural commune of Sitakili (Kayes)	May 28, 2015	93	9	102
Urban commune of Koulikoro (Koulikoro)	June 11, 2015	42	18	60
Rural commune of Yanfolila (Sikasso)	June 24, 2015	92	17	109
Rural Commune of Badiangara (Mopti)	July 7, 2015	52	38	90
Rural commune of Alafia (Timbuktu)	July 9, 2015	46	5	51
Commune II (Bamako)	July 23, 2015	36	18	54
Rural commune of Tessalit (Kidal)	August 10, 2015	19	27	46
Total		522	229	751

Intermediate result 3.1.2: Malian Mayors engage with each other to share experiences, lessons learned and best practices, including from the end mandate assessment process.

From April 1 to 2, 2015 and August 12 to 13, 2015, CEPPS/IRI and its local partners held two roundtable meetings in Bamako to identify and discuss lessons learned and recommendations from IRI's two cycles of EMAs. Fifty-two participants, including 15 women attended the April roundtable, while 50 participants, including six women, attended the August roundtable. Participants included mayors and communal council members as well as regional, political party and civil society representatives. CEPPS/IRI and its local partners identified three representatives per commune⁷ for a balanced representation of the nine communes assessed during the first cycle of EMAs. CEPPS/IRI and its local partners identified three discussion topics for the roundtable: why few communes lead EMAs; why citizen participation remains weak; and the strengths and weaknesses of the first cycle of EMAs. The roundtable meeting was organized into five panel discussions⁸, allowing the participants to identify relevant lessons learned and recommendations. Following these panel discussions, the participants worked in small groups to discuss lessons

⁷ Representatives included the mayor or his/her deputy, the secretary general or a communal council member and a representative of civil society.

⁸ Led by representatives of CEPPS/IRI's partners and composed of the mayor or deputy mayor, the secretary general or a communal council member, civil society representatives, the DNCT, and state representatives.

learned and develop recommendations that CEPPS/IRI compiled into a comprehensive report that was later distributed at the communal, regional and national level.

CEPPS/IRI Objective 3.2 (February 2015 – February 2016): Citizens’ role in oversight of and advocacy to subnational government officials and institutions is strengthen

Intermediate result 3.2.1: Malian civil society organizations review and respond to end of mandate assessment report with recommendations for future development and governance initiatives.

Between September 2015 and February 2016, CEPPS/IRI held six workshops on Oversight and Advocacy Techniques and Strategies for a total of 210 representatives of 53 civil society organizations⁹, a majority of whom were women (118).

Table 10 – Breakdown of Participation in Oversight & Advocacy Techniques Workshops

Commune (Region)	Date	Men	Women	Total
Commune 4 (District of Bamako)	September 16-17, 2015	17	16	33
Urban commune of Koulikoro (Koulikoro)	September 18-19, 2015	14	19	33
Rural commune of Wassolo Balle (Yanfolila/Sikasso)	October 15-16, 2015	17	25	42
Commune 2 (District of Bamako)	December 9-10, 2015	18	14	32
Rural commune of Konséguéla (Koutiala/Sikasso)	January 19-20, 2016	10	30	40
Rural commune of Pelengana (Segou)	February 5-6, 2016	16	14	30
Total		92	118	210

For each two-day workshop, the first day included five different modules covering 1) the basic roles and responsibilities of civil society in democracy; 2) an overview of the EMA process; 3) an introduction to methods of monitoring and oversight of subnational government officials; 4) a description of advocacy techniques; and 5) verbal and non-verbal communication skills. The trainings also included interactive role-playing and group exercises to help participants practice and command the techniques and skills taught.

The second day focused on building the participants’ advocacy and communication skills, using the techniques and methods discussed during the previous day. For this second phase, CEPPS/IRI used its Women’s Democracy Network’s “Speak Up” advocacy curriculum, which

⁹ Coordination of Mali’s Female Associations and Organizations (CAFO) (six times); Council of Youth (CJ) (five times); Association for the Defense of Women (APDF) (twice); National Federation of Collectives and Organizations of Women of Mali (FENACOF); Council of Civil Society (CSC) (five times); National Union of Retail Traders of Mali (SYNACODEM); Coordination of Chiefs of Neighborhoods (CDQ); Network of Traditional Communicators (RECOTRADE); National Union of Malian Workers (UNTM); APDeve; Collective of the Women of Koutiala (CO.FE.K.); Koto Niongon Ta la; Benkadi (twice); Walde Foulde; Association for the Development of Artisanal Fishing (ADEPA); Santa Maria; Benkola; Niongon Dèmè Ton; Sabou Niuman; UAAK; Moussow Benkan; Jekafo; Local Office of NGOs of Koutiala; Dokè yèrèyè; Tièsiri; Ambouch; Jama Production; Badenya; Association for the Promotion of Initiatives for Children with Difficulty (APIFED); Sogolon Ton; Gangan; Nietaka; Tieproukou Ton; Livestock Farmers from Pelengana; Network of Women from Pelengana; Dambe; Tiesiri Diala; and Youth Solidarity.

includes the following topics: fundamentals of advocacy; argument development; preparation for rejection; and verbal and non-verbal communication skills. Following an intensive discussion about each of these topics and the development of an advocacy platform for each of their organizations, the participants worked in small groups and on developing a 30-second “elevator speech” to introduce their organization and its main purpose, cause, or position to elected officials. Representatives from each group then presented their speeches in a 30-second role-playing exercise, during which another participant played the “mayor.” After the speech, the other participants provided constructive feedback to each group’s representative. Following a second attempt by each representative, the facilitator asked the “mayor” to provide his or her own feedback about what he or she thought about the elevator speech. Each presenter and group also received feedback from the CEPPS/IRI’s trainer, on how to improve their speech and communication skills.

Intermediate result 3.2.2: Malian civil society engages with newly elected mayors to advocate for the inclusion of their development and governance priorities into commune strategic plans and local planning process.

During the period, the Government of Mali decided to postpone the holding of the local elections several times. At the end of the project, these elections had not taken place nor were they scheduled. Consequently, CEPPS/IRI was unable to conduct the *Commune Town Hall Meetings* and the *Preparatory Meetings for Town Hall Meetings* initially planned under this Intermediate Result.

CEPPS/IRI Objective 3.3 (February 2015 – February 2016): Newly elected Malian subnational officials and their constituents have the basic knowledge and tools to fulfill their roles within subnational official’s government structures

Intermediate result 3.3.1: Newly elected subnational officials have basic knowledge and tools to assume and fulfill their roles.

Given that the previously identified critical assumptions for Objective 3 were not met¹⁰, CEPPS/IRI was not be able to complete *Regional Council Introductory Workshops* and *Regional Council Strategic Planning Workshops* under this intermediate result. USAID approved the cancellation of these activities on December 31, 2015.

Intermediate result 3.3.2: Citizens have increased understanding of structures and functions of Mali’s newly established and existing subnational government institutions.

1) Pre-Election Stakeholder Dialogue Sessions

¹⁰ There were five critical assumptions conditioning the organization of activities under Objective 3. Two of these five assumptions were not met and thus prevented CEPPS/IRI from conducting its planned activities under IR 3.2.2. These two assumptions were: “1- regional elections will be held early enough in the program period to allow for the aforementioned post-election activities to occur;” and “regional councilors will be available and willing to participate in the technical assistance activities conducted by CEPPS.”

Following the postponement of the subnational elections by the Government of Mali, CEPPS/IRI held three Pre-Election Stakeholder Dialogue Sessions, with the goal to bring together thought leaders from civil society, the administration, political parties, international organizations, and the media to assess and identify the conditions that they consider necessary to conduct successful local and regional elections.

In total, the sessions brought together 88 stakeholders, including ten women, from 57 structures (24 political parties, nine civil society organizations and council, six media outlets, five international organizations, two religious communities, nine administrations, two law-enforcement agencies).¹¹

Table 11 – Breakdown of the participation to the Pre-Election Stakeholder Dialogue Sessions

Commune	Date	Men	Women	Total
Bamako	December 11, 2015	27	4	31
Koutiala	January 21, 2016	24	5	29
Koulikoro	February 18, 2016	27	1	28
Total		78	10	88

In each session, the local representative of the government and the members of the *Direction générale de l'Administration territoriale* (General Office of Territorial Administration – DGAT), the DGE, and the CENI briefly presented the structure and mission of their institutions and expressed the challenges their agencies face with respect to the organization of elections. The

¹¹ **Political parties:** *Code de bonne Conduite* (CBC), *Mouvement populaire pour le Renouveau* (MPR) (three times), *Rassemblement pour le Mali* (RPM) (three times), *Convergence démocratique* (CODEM), *Parti pour la Restauration des Valeurs du Mali* (PRVM), *Mouvement pour l'Indépendance, la Renaissance et l'Intégration africaine* (MIRIA), *Congrès national d'Initiatives démocratiques* (CNID Faso Yirawatou) (twice), *Solidarité africaine pour la Démocratie et l'Indépendance* (SADI) (three times), *Union pour la Démocratie et le Développement* (UDD), *Alliance pour la Démocratie au Mali* (ADEMA), *Parti pour la Renaissance nationale* (PARENA), *L'Alliance pour la Solidarité au Mali – Convergence des Forces patriotiques* (ASMA-CFP) (twice), *Convention démocratique et sociale* (CDS), *Rassemblement pour le Développement du Mali* (RPDM) (twice), *Forces alternatives pour le Renouveau et l'Émergence* (FARE) (three times), *Change* (Yelema) (twice), *Parti pour l'Indépendance, la Démocratie, et la Solidarité* (PIDS) (twice), *Alliance pour la République* (APR), *Union malienne – Rassemblement démocratique africain* (UM-RDA), *Work* (Bara), *Union pour la République et la Démocratie* (URD) (twice), *Convention nationale pour une Afrique solidaire* (CNAS) (twice), *Front africain pour le Développement* (FAD), *Alliance pour la Démocratie et la Paix* (ADP).

Civil society structures: *Coordination des Associations et Organisations féminines du Mali* (CAFO), *Conseil communal de la Jeunesse* (CCJ), *BENKADI*, *Réseau des Communicateurs traditionnels* (RECOTRADE), *Coordination des Chefs de Quartier*, *Conseil régional de la Société civile* (CRSC), *Réseau des Jeunes*, *Union des Femmes du Mali pour les Droits et la Dignité* (UFMDD), *Fédération malienne des Personnes handicapées* (FEMAPH).

Media outlets: *Radio Kayira*, *Radio Yeredon*, *Info Matin*, *L'Essor*, *L'Indépendant*, *Maison de la Presse*.

International organizations: USAID, IFES, NDI, Caritas Mali, and the Electoral Institute for Sustainable Democracy in Africa Office in Mali (EISA/Mali)

Religious communities: *Haut Conseil islamique* (High Islamic Council), *Église protestante* (Protestant Church)

Administrations: *Mairie* (local authority) *de Koulikoro*, *Mairie de Konséguéla*, *Regional Directorate for Youth and Sports* (DRJS Koulikoro), *Regional Directorate for Culture* (DRC Koulikoro), *Préfecture Koutiala*, *Préfecture Koulikoro*, *CENI Koulikoro*, *CENI* (national, and Koutiala and Koulikoro branches), *DGE*, *DGAT*.

Law-enforcement agencies: National police and National Guard.

participants then worked in smaller groups to identify recommendations aimed at ensuring that local elections be not only held after several postponements, but also be inclusive, safe, and well-organized. In total, the participants of the three sessions identified 47 recommendations covering security, administrative, technical, and social areas of electoral management. Attachments 1 present a readout of the three sessions, while the list of recommendations can be found in the Analysis section of this report.

2) Regional Decentralization Forums

CEPPS/IRI held three two-day decentralization forums in Ségou, Bamako and Koulikoro to provide thought leaders with a deeper understanding of the likely functions and responsibilities of the various levels of local governments and the different forms of regionalization. Eighty-three thought leaders, including five women, attended the forums, including representatives from 25 political parties, nine civil society organizations, five media outlets, eight government agencies, and three international NGOs. The table below presents the disaggregated data of participation:

Table 12 – Breakdown of Participation in the Decentralization Forums

Commune	Date	Men	Women	Total
Region of Ségou	February 7, 2016	27	1	28
District of Bamako	February 17, 2016	25	3	28
Region of Koulikoro	February 19, 2016	26	1	27
Total		78	5	83

During the first day, the participants listened to a presentation on the state and perspective of decentralization in the country, before debating further on issues arising from a decentralized administrative system. These issues included the possibility of conflicts of competence between the governor of the region and the president of the Regional Council; the precedence of local authorities; the financial resources and the transfer of resources from the state to local authorities; the administrative division of the country; the mode of election for senators; the creation of new communities; and the role of the municipal police.

During the second day, participants were divided into working groups to discuss what has worked and what hasn't in Mali's decentralization process. The purpose of this exercise was to identify recommendations to ensure a better understanding by the population of what decentralization entails, and a proper functioning of a decentralized system. Altogether, the participants suggested 27 recommendations, all of which are listed in the Analysis section of this report.

V. RESULTS

CEPPS/IRI Objective 1.8 (March 2013 – February 2015): Malian stakeholders have increased awareness of electoral processes, engage in constructive dialogue on electoral issues, and develop recommendations for future electoral processes in advance of and following national elections

Indicator 1.8.0.1: [GJD 2.3.1-4] Number of USG assisted consensus-building processes resulting in an agreement

- 14 post-electoral dialogue sessions were held in Segou, Kidal, Gao, Timbuktu, Gao and Kayes with a total of 447 participants, including 115 women.
- One stakeholder roundtable was held in Bamako on April 17-18, 2014 that resulted in agreement. 113 participants (20 women) collaborated to develop five sets of recommendations for future electoral processes to present to the government of Mali, donors, CEPPS partners, political parties and civil society.

Indicator 1.8.0.2: Number of multi-stakeholder dialogues held

- CEPPS/IRI held ten multi-stakeholder sessions in the form of post-presidential election dialogue, for a total of 300 participants (at least 165 women) in Kayes, Koulikoro, Ségou, Mopti, and Sikasso, between September 13 and October 2, 2013.
- CEPPS/IRI also held 14 post-legislative election dialogue sessions, for a total of 447 participants (115 women), in Ségou, Kidal, Timbuktu, Gao, and Kayes between February 5 and March 29, 2014.

Intermediate Result 1.8.1: Malian stakeholders understand electoral processes and are prepared to engage in multi-stakeholder dialogues on electoral issues in advance of national elections

Indicator 1.8.1.1: Number of individuals who demonstrate knowledge of electoral rules and procedures

- Two-day ToT workshop held in Ségou on June 26 and 27, 2013. Sixty-three participants attended the training and were able, each, to reach an average of five people in their respective communities with the voter's guide, following the workshop. This average indicated that approximately 315 people received the voter's guide information in June.
- Between July 10 and August 6, 2013, CEPPS/IRI conducted five additional ToT workshops in Sikasso, Mopti, Kayes, and Koulikoro, which gathered 205 attendees. These additional workshops have been included here as they fit the definition of the indicator, they have been noted in the PMP along with the originally reported sixty-three participants.

Indicator 1.8.1.2: Number of individuals who are prepared to participate in multi-stakeholder electoral dialogues

- Between June 26 and August 6, 2013, CEPPS/IRI conducted ten ToT workshops in Ségou, Mopti, Kayes, Koulikoro, and Sikasso ahead of the legislative elections for a total of 268 participants, including at least 65 women.

Indicator 1.8.1.3: Number of election manuals distributed

- 4,200 voter's guides were distributed to participants of the voter awareness trainings in Koulikoro, Kayes, Mopti and Sikasso. Between March and July 2013, 1,000 voter guides were given to youth groups, women's communities, Islamic schools, Catholic churches, political party members, NDI, and to the civil society organization Support to Mali's Electoral Process (Appui au Processus électoral au Mali - APEM) to distribute at the

training-of-trainers sessions. One-hundred fifty voter's guides were also provided to the Electoral Institute for Sustainable Democracy in Africa (EISA).

Intermediate Result 1.8.2: Malian stakeholders engage in dialogue on electoral issues in advance of national elections

Indicator 1.8.2.1 Number of stakeholders participating in regional electoral dialogues that indicate increased confidence in electoral process as result of dialogue

- Between June 26 and August 6, 2013, a total of 268 citizens (at least 65 women) participated in the training-of-trainer workshops held in Ségou, Sikasso, Mopti, Kayes, and Koulikoro ahead of the presidential elections.

Intermediate Result 1.8.3: Malian stakeholders make recommendations for future electoral processes to electoral officials following national elections

Indicator 1.8.3.1 Number of government electoral bodies that receive copies of final report outlining stakeholder recommendations for future electoral processes and for encouraging electoral participation

- All three EMBs, including the CENI, DGE and MAT, received copies of the election recommendations report.

Indicator 1.8.3.2 Number of formal reports developed that outlines stakeholder recommendations for future electoral processes and for encouraging electoral participation

- A copy of the election recommendations report was given to each of the three EMBs.

Intermediate Result 1.8.4 Malian civil society conducts end-of-term assessment of mayors to identify lessons learned and make recommendations for the future.

Indicator 1.8.4.1 Number of end-of-term assessment reports completed

- Nine end of mandate assessment reports were completed, regarding the communes of Dougabougou, Djenne, Konséguéla, Bamako Commune IV, Nossombougou, Kassaro, Gao, Kidal, and Timbuktu.

CEPPS Objective 2.3 (March 2013 – February 2015): Political parties and their candidates communicate on issues of interest to citizens in broadcast debates (CEPPS/IRI)

Indicator 2.3.0.1 [GJD 2.3.3-1] Number of individuals who received USG-assisted political party training

- 119 political party representatives and candidates trained on IDP and returned refugee advocacy, including 27 women.

Indicator 2.3.0.2 Number of candidates who participate in debates

- A total of 12 candidates, representing five different political parties, participated in the public radio debates.

Indicator 2.3.0.3 Number of debates broadcast for the Malian public

- Seven radio debates were broadcast as well as nine civic education programs broadcast over the radio for a total of 16 radio programs aired ahead of the legislative elections.

CEPPS/IRI Objective 2.4 (March 2013 – February 2015): Malian voters receive civic and voter education through print media in advance of legislative elections.

Indicator 2.4.0.1 [GJD 2.4.1-9] Number of Civil Society Organizations receiving USG-Assistance engaged in advocacy interventions

- CEPPS/IRI has nothing to report under this indicator.

Indicator 2.4.0.2/2.1.1.1: Number of individuals receiving voter and civic education through USG-assisted programs

- 90 individuals including 41 women received voter and civic education in Ségou.
- 450 citizen's guides were distributed during the civic education workshop in Ségou.

Indicator 2.4.0.3 Number of voter education material distributed.

- 1,138 voter's guides, 6,000 stickers, 7,000 flyers, 8,778 posters and advertisements in three different newspapers were distributed as a part of the voter education effort for a total of 22,919 items of print media.

Indicator 2.4.0.4 Number of NGOs trained in conducting voter and civic education

- Ten NGOs in total were trained on facilitating voter awareness and civic education efforts. Among these NGOs are ANIMALI, ARDIL ASPRU and GARDL.

CEPPS/IRI Objective 3.3 (March 2013 – February 2015): Malian IDPs' and returned refugees are encouraged to participate in legislative elections

Indicator 3.3.0.1: Number of regions in which campaigns are implemented to encourage IDP and returned refugees to participate in elections

- Campaigns were implemented in ten locations around Mali, including the four key IDP and returned refugee areas: Gao, Kidal, Koulikoro and Timbuktu. The six remaining locations are Mopti, Ségou, Sikasso, Kita, Niono, and Bamako. There were a total of 604 participants in attendance at these voter awareness workshops, including 204 women.

CEPPS/IRI Objective 3.4 (March 2013 – February 2015): Malian political stakeholders engage in dialogue on issues that relate IDP and returned refugee participation in the electoral process.

Indicator 3.4.0.1: Number of roundtable sessions held

- Four political party roundtable sessions were held in Gao, Kidal, Niono, and Timbuktu between December 13 and 23, 2013 with a total of 125 participants, including 35 women.

CEPPS/IRI Objective 1.5 (February 2015 – February 2016): Candidates are prepared to implement campaigns and communicate on issues of interest to citizens.

Intermediate Result 1.5.1: Candidates have enhanced communication and campaign skills

The critical assumptions identified by CEPPS/IRI for this objective that local elections would take place as expected did not occur. As such, CEPPS/IRI, in consultation with USAID, decided not to conduct activities under this Intermediate Result.

Indicator 1.5.1.1: Number of candidates that report applying campaign and/or communications techniques/methods (including communication plans) during their campaigns (outcome)

- CEPPS/IRI has nothing to report under this indicator.

Indicator 1.5.1.2: Number of prospective candidates who demonstrate an increase in knowledge related to campaign and communications techniques (output)

- CEPPS/IRI has nothing to report under this indicator.

Indicator 1.5.1.3: Number of campaign/communication plans drafted by candidates with CEPPS/IRI assistance (output)

- CEPPS/IRI has nothing to report under this indicator.

Indicator 1.5.1.4: Number of candidate manuals distributed (output)

- CEPPS/IRI has nothing to report under this indicator.

USAID Objective 3: Sub National Governance: Strengthen newly elected officials to represent constituent interests in development planning and oversight at the sub national and national level, and to prepare regional councils capacity to oversee implementation of development programs

CEPPS/IRI Objective 3.1 (February 2015 – February 2016): Malian subnational government officials increase level of engagement and communication with constituents and other governmental institutions to assess past governance performance and citizen priorities and concerns.

Intermediate Result 3.1.1: End of mandate assessments and reports are completed to evaluate mayoral past performance, identify lessons learned and make recommendations for incoming communal representatives

Indicator 3.1.1.1: Number of EMA final reports produced that include citizen feedback/recommendations (outcome)

- CEPPS/IRI helped nine communes (Pelengana, Sony Aliber, Sitikali, Koulikoro, Yanfolila, Badiangara, Alafia, Bamako Commune II, and Tessalit) produce an EMA final report between May and August 2015 throughout the country

Indicator 3.1.1.2: Number of mediums used to disseminate EMA final reports (output)

- CEPPS/IRI used two mediums to disseminate the EMA final reports: the radio and in-person distribution during the Civil Society Oversight and Advocacy Techniques Workshops.

Indicator 3.1.1.3: Number of citizens attending Restitution Day workshops (output)

- A total of 751 citizens (229 women) attended the nine Restitution Day workshops that took place in nine communes of Mali between May and August 2015.
- IRI officially began tracking the above with the establishment of this indicator in February 2015, however in advance of the establishment of this indicator Seven hundred ninety people, including 255 women, attended the first series of EMAs (September 2014 – January 2015).

In total, over the course of the project, 1,541 citizens, including 484 women, attended the 18 Restitution Day workshops in all 18 communes

Indicator 3.1.1.4: Number of mayors and other subnational government officials participating in the EMA process (output)

- Seventy-nine mayors and other subnational government officials (ten women), participated in the EMA process.

Intermediate Result 3.1.2: Malian mayors engage with each other to share experiences, lessons learned and best practices, including from the end of mandate assessment process

Indicator 3.1.2.1: Number of subnational government officials attending roundtable meetings

- Eighteen subnational government officials, including one woman, attended roundtable meetings in Bamako (April 1-2, 2015 and August 12-13, 2015).

CEPPS/IRI Objective 3.2 (February 2015 – February 2016): Citizens’ role in oversight of and advocacy to subnational government officials and institutions is strengthened.

Intermediate Result 3.2.1: Malian civil society organizations review and respond to end of mandate assessment reports with recommendations for future development and governance initiatives

Indicator 3.2.1.1: Number of CSOs involved in reviewing EMA reports/drafting recommendations (output)

- Over its six oversight and advocacy techniques workshops held in Bamako, Ségou, Koulikoro, Yanfolila, and Koutiala, CEPPS/IRI trained representatives from 53 CSOs, for a total of 210 people (118 women).

Intermediate Result 3.2.2: Malian civil society engages with newly elected mayors to advocate for the inclusion of their development and governance priorities into commune strategic plans and local planning processes

Due to the Government of Mali’s announcement to postpone local elections, CEPPS/IRI – according to the revised workplan approved by USAID on December 31, 2015 – did not conduct

the *Commune Town Hall Meetings* nor the *Preparatory Meetings for Town Hall Meetings* that were initially planned under this intermediate result.

Indicator 3.2.2.1: Number of mayors that report taking steps to incorporate civil society recommendations or feedback into their work/plans (outcome)

- CEPPS/IRI has nothing to report under this indicator.

F-Standard GNDR 3: Proportion of females that report increased self-efficacy at the conclusion of USG supported training/programming.

- CEPPS/IRI has nothing to report under this indicator.

Indicator 3.2.2.2: Proportion of females that report increased feelings of self-efficacy (outcome)

- CEPPS/IRI has nothing to report under this indicator.

Indicator 3.2.2.3: Number of citizens attending town hall style meetings (output)

- CEPPS/IRI has nothing to report under this indicator.

CEPPS/IRI Objective 3.3 (February 2015 – February 2016): Newly elected Malian subnational officials and their constituents have the basic knowledge and tools to fulfill their roles within subnational government structures.

Intermediate Result 3.3.1: Newly elected officials have the basic knowledge and tools to assume and fulfill their roles

Due to the Government of Mali's announcement to postpone local elections, CEPPS/IRI – according to the revised workplan approved by USAID on December 31, 2015 – did not conduct the *Regional Council Introductory Training Workshops* nor the *Regional Council Strategic Planning Workshops* that were initially planned under this intermediate result.

Indicator 3.3.1.1: Number of subnational government officials who demonstrate increased knowledge on their roles and responsibilities (output)

- CEPPS/IRI has nothing to report under this indicator.

Indicator 3.3.1.2: Number of subnational government officials participating in IRI sponsored training workshops (output)

- CEPPS/IRI has nothing to report under this indicator.

Indicator 3.3.1.3: Number of strategic plans produced by subnational government institutions or officials with IRI's assistance (output)

- CEPPS/IRI has nothing to report under this indicator.

Intermediate Result 3.3.2: Citizens have increased understanding of structures and functions of newly established and existing subnational government institutions

CEPPS/IRI in consultation with USAID decided to change the remaining planned activities under this Intermediate Result and to conduct Pre-Election Stakeholder Dialogue sessions and Regional Decentralization Forums.

Indicator 3.3.2.1: Number of citizens attending forums on subnational government structures and functions (output)

- Eighty-three (five women) citizens attended the three regional decentralization forums conducted in Ségou (February 7, 2016), Bamako (February 17, 2016) and Koulikoro (February 19, 2016).

Indicator 3.3.2.2: Number of thought leaders attending stakeholder dialogue sessions on conditions necessary to hold communal and regional elections.

- Eighty-eight thought leaders (ten women), attended the three pre-election stakeholder dialogue sessions organized in Bamako, Koulikoro, and Koutiala.

Indicator 3.3.2.3: Number of stakeholder dialogue session reports produced that include thought leaders feedback/recommendations.

- Each stakeholder dialogue session ended with the production of a report synthesizing the participants' feedback and recommendations. All three reports are attached to this document, as well as the final report compiling these three session-based reports. The final report will be submitted to the *Comité de Suivi de la Mise en Œuvre de l'Accord pour la Paix et la Réconciliation au Mali*¹².

VI. FOREIGN ASSISTANCE INDICATORS

Foreign Assistance Indicators	IRI
Indicator 1.8.0.1: [GJD 2.3.1-4] Number of USG assisted consensus-building processes resulting in an agreement	17
Indicator [GJD 2.3.2-12] Number of individuals receiving voter and civic education through USG-assisted programs	664 (204 women)
Indicator [GJD 2.3.2-11] Number of domestic election observers trained with USG assistance	90
Indicator [GJD 2.3.3-1] Number of individuals who received USG-assisted political party training	125 (35 women)
Indicator [GJD 2.4.1-9] Number of Civil Society Organizations receiving USG-Assistance engaged in advocacy interventions	4
Indicator 3.2.2.2: Proportion of females that report increased self-efficacy at the conclusion of USG supported training/programming	0

¹² Committee for the Oversight of the Implementation of the Peace and Reconciliation Agreement

GNDR 3: Proportion of females that report increased self-efficacy at the conclusion of USG supported training/programming	0
GNDR 3: Proportion of females that report increased	0

VII. EVALUATION/CONCLUSION

Overall Impact

Civic and Voter Engagement

Targeted Approaches: Leveraging Partnerships and Including Marginalized Populations

Throughout this project, CEPPS/IRI focused a majority of its resources on reaching marginalized populations outside of Bamako, including women, youth, people with disabilities (PWDs), IDPs and returned refugees. In the aftermath of the 2012 crisis, marginalized populations were particularly unaware of the electoral process and vulnerable to radicalization, especially outside of Bamako and in the northern regions. As a result, CEPPS/IRI and its local partners facilitated voter awareness workshops and distributed voter education material in all eight regions, including the three northern regions. Specifically, CEPPS/IRI designed a voter's guide and distributed seven copies to each participant to inform respective members in their communities on the electoral process and Election Day procedures. This learning by doing approach not only multiplied the reach of the voter's guide, but also enabled participants to understand and share their civic right and duty with other potential voters. During these voter awareness workshops, CEPPS/IRI also noted the high level illiteracy outside of Bamako, especially in the northern regions. As a result, CEPPS/IRI designed and distributed posters, flyers and stickers which used minimal written text and drawings to depict Election Day procedures. These voter materials were particularly impactful as they reached a large number of illiterate citizens and marginalized populations. Specifically, a total of 872 participants attended CEPPS/IRI's 30 voter awareness workshops. Follow-up interviews of participants of the first round of workshops (between June and August 2013) determined that the 268 participants handed out a total of 1,980 guides to people from youth groups, women communities, faith-based institutions, party members, and participants' family members, colleagues, and friends.

To expand the reach of these initiatives, CEPPS/IRI leveraged partnerships with MINUSMA, OCHA, the USAID Office of Transition Initiatives (OTI), UNDP and UNHCR to distribute voter education material across Mali, especially in the northern regions including villages with IDPs and returned refugees. These partnerships were particularly important as they allowed implementers to maximize existing resources in a short timeframe. Most notably, CEPPS/IRI partnered with OTI, a partnership which allowed the two to double the number of voter guides, flyers and posters produced. Additionally, these partnerships provided dividends throughout the project as MINUSMA often provided CEPPS/IRI with logistical and security arrangements to conduct programming in the northern regions. For instance, thanks to MINUSMA's support, CEPPS/IRI's Resident Country Director was able to facilitate a series of steering committee meetings in Timbuktu ahead of the end of mandate assessment held in the city in January 2015.

Another important approach during the pre-election period was to engage political party candidates and citizens through issue-based candidate debates and civic education programs on national and local radio stations across Mali. CEPPS/IRI purposefully targeted a limited number of political party candidates in order to provide them with tailored media training and coaching. For this activity, CEPPS/IRI used the services of a media expert, who recommended that the activity focus on a limited number of candidates given the one-on-one exercises included in the training (see description in the Activity section) that were specifically designed to ensure a greater efficiency and a more focused attention on each participant. While CEPPS/IRI-supported political party candidates were not elected to office, a majority of them were running against incumbent elected officials and/or candidates from the majority. Additionally, CEPPS/IRI found that the media training and issue-based radio debates were often formative experiences that provided them with the confidence and political capital to remain engaged in national and regional politics. Please see success story entitled, “Women Candidate Provides Guidance to Nigerien Women Leaders” for more details.

Assessing Post-Election Recommendations

Following the national elections, CEPPS/IRI held a series of roundtables and post-election dialogues to engage stakeholders on the strengths and weaknesses in the electoral process across Mali. While the national elections were largely deemed successful, free and fair, the 2012 crisis caused deep distrust in the Malian government and continued to divide communities, especially in the northern regions. As a result, these roundtables and dialogues served as a starting point to build buy-in and normalize recommendations, especially with marginalized populations outside of Bamako. Specifically, CEPPS/IRI and its partners held the roundtables and dialogues outside the capital, including in the northern regions, and primarily targeted marginalized groups, including women and youth organizations, PWDs, IDPs and returned refugees. During these roundtables and dialogues, participants stressed numerous shortcomings with respect to electoral preparation, such as the lack of voter education, registration initiatives, and the distance and security of voting stations. They also made several practical recommendations such as ensuring polling stations are accessible for PWDs, bringing polling stations closer to voters at the local level and explaining the role of political party agents. CEPPS/IRI was one of the few implementing organizations to conduct programming in the northern regions, involve grassroots people and local stakeholders and collect their direct impressions and recommendations. For these reasons, these recommendations were instrumental in informing electoral management bodies of the strengths and weaknesses in the electoral process.

In an effort to share lessons learned and build buy-in with electoral stakeholders, the CEPPS partners organized a post-election stakeholder roundtable in Bamako that brought together key international and local actors (CEPPS partners, EISA, the Open Society Initiative for West Africa, the four local partner NGOs, and the Malian Center for Inter-party Dialogue and Democracy) and Malian institutions (DGE, CENI, MAT, Ministry of Internal Affairs and Security). The goal of the roundtable was to assess the lessons of the past two national elections and better prepare local elections. CEPPS/IRI utilized this opportunity to emphasize the recommendations gathered from stakeholders outside of Bamako, especially those of marginalized groups. As a result, the CEPPS partners produced and distributed a comprehensive report to the electoral management bodies and other electoral stakeholders. Given the presence of key representatives of the Malian government agencies, CEPPS/IRI believes that this report was

an important step to make the recommendations of marginalized groups heard at the national level.

Civic Engagement

Throughout the post-election period, CEPPS/IRI noted that stakeholders repeatedly requested capacity building for political parties and civil society, especially civic education ahead of local elections. As a result, CEPPS/IRI conducted a civic education workshop in Ségou on the rights and duties of citizens, especially vis-à-vis local government officials. Following the workshop, one woman leader, Ms. Hadija Toure, explained that she learned about “*her rights as a citizen, her right to go to the mayor’s office and ask him about health and school programs.*” Another youth leader, Mr. Moussa Ibrahim Traore, added: “*I learned about transparency and that [...] we have the right to know how the government is spending money and using resources.*” While CEPPS/IRI initially intended to hold a series of these civic education workshops, the first postponement of local elections caused CEPPS/IRI to reassess its program activities. Based on the results of the post-election dialogues and lessons learned from CEPPS/IRI’s local partners, CEPPS/IRI identified the need to strengthen two-way communication between citizens and local officials and decided to pilot the end of mandate assessment program.

Governance

End of Mandate Assessments

The EMAs program was informed by several overarching factors. First, the 2012 crisis increased the citizens’ distrust in the government’s ability to provide basic security and rule of law, especially in the northern regions. This distrust was already present at the *commune* level where local elected officials were often unable to provide basic service delivery. On the supply side, the government’s national resources are centralized at best and local elected officials often depend on local taxes to balance their budgets. On the demand side, citizens are reluctant and lack the understanding of the purpose of paying taxes when security, the rule of law, and basic service delivery are not being provided in their *communes*. This circle of distrust presented the opportunity for CEPPS/IRI to facilitate the restoration of relations between citizens and their local elected officials by supporting the effective organization of a series of 18 EMAs throughout all eight regions of Mali.

Additionally, local elections provided the framework for citizens and local elected officials to engage in constructive dialogue and develop recommendations for their *communes*. Malian law requires local elected officials to conduct an EMA and report back to constituents on the results of the assessment. As a result, CEPPS/IRI piloted the EMA program in nine communes across Mali (see quarterly reports for details on methodology). The initial findings of the EMA program echoed many of CEPPS/IRI’s initial assumptions including the lack of trust between citizens and local officials, the lack of communication between local officials and citizens, the lack of involvement of citizens in communal affairs, and insufficient communication between mayors and communal councils. This is reflected by many participants who declared that prior to the EMAs and subsequent restitution days, they had never participated in such meetings, despite the mandatory aspect of the EMA process per Malian law. However, CEPPS/IRI was impressed that most stakeholders quickly acknowledged these challenges as a result of the EMA process.

This self-acknowledgment was an important first step that informed the expansion of the EMA program to a total of 18 communes across the country.

First time and increased demand

The EMA program was the first time that many mayors publically reported back to their constituents, and the first time that most citizens had engaged with their local elected officials, especially in the northern regions. These regions were severely affected by the 2012 crisis, which left many communes without local elected officials for several months and thus, many crucial public services ceased during that time. The EMA program was an opportunity to discuss the obstacles preventing local elected officials from completing the projects included in their social and economic development plans (PDESC) and to clarify the role of the mayor and communal council. Mayors, deputy mayors, communal council members, and citizens that participated in the EMAs and Restitution Day repeatedly noted their appreciation for such an activity and their desire to see additional restitution activities in the future. Local elected officials expressed gratitude for the opportunity and recognized the role that regular communication with citizens plays in fostering trust. Additionally, several mayors independently organized for the Restitution Day to be broadcast on local radio stations to make the information available to as many citizens as possible. These specific actions were strong indications of the commitment of mayors to the restitution process. During interviews conducted at the end of each EMA, citizens also expressed appreciation for the opportunity to exchange with their elected officials and repeatedly told CEPPS/IRI that they wanted more opportunities to hear from their officials. Citizens expressed that if these Restitution Days were organized more often, then trust and accountability would increase. Mr. Alou Maiga, chief of a neighborhood in Djenné declared that *“I wish that the mayor organizes similar meetings in the future (...). The restitution session was useful for the whole population, as it restores trust between the population and their elected officials.”* Likewise, Mr. Drissa Bagayoko, in charge of a youth organization in Konséguéla, said that *“I had heard about the restitution, but never attended before. I really like this means of informing the population of the commune on the work that the elected officials have been doing for the past five years. I learned a lot of things today on the communal council’s concrete work to develop the commune. It was a useful exercise, as people who tend to accuse the council of many things now understand that these accusations are not grounded: for instance, the mayor said that if people do not pay their taxes, then the council cannot do its job. (...). Everyone must play his or her part in the development of our commune.”* This appreciation and high expectations for Restitution Day was an important first steps for citizens to trust local elected officials and provide recommendations for the future.

Recommendations

Restitution Days allowed citizens to engage their mayors on the completion of projects included in their PDESC. Citizens repeatedly addressed the completion of numerous service delivery commitments such as health, education, and access to clean water. Most notably, citizens were also able to have candid conversations with their elected officials about security concerns in their communes, especially in the northern regions. While security improved after the 2013 elections, many mayors, communal councils, and citizens fled their communes during the 2012 crisis and had only returned recently. Security concerns directly impacted the organization of the EMA program in the region of Kidal, which was held in Bamako instead of the communes of Kidal and Tessalit. Security concerns were even raised in Bamako’s Commune II even though it held

its Restitution Day nearly four months after a deadly attack on a Bamako restaurant. Additionally, citizens repeatedly made recommendations to institutionalize the EMA program by providing a regular dialogue framework with citizens, engaging civil society and traditional leaders to collect citizens input, strengthening the capacity of local elected officials on accountable governance practices, and increasing citizens' access to information on the decentralization process. Other recommendations included strengthening neighborhood and youth to promote a bottom-up approach, developing strategies for performance-based results to keep local elected officials accountable, and disseminating public meetings on local radio stations to engage the most constituents.

Restitution Days also allowed local elected officials to address these recommendations and to build trust and mutual understanding between elected official and those they govern. Mayors utilized the Restitution Day as an opportunity to discuss several obstacles preventing them from completing the projects included in the PDESC. Mayors repeatedly raised the non-payment of taxes by citizens as the primary obstacle and explained the importance of paying taxes. As a result, several mayors noticed an increase in taxes paid compared to before the Restitution Day. Other mayors also reported that youth activists in the commune of Pelengana had independently conducted informal awareness campaigns on the importance of paying taxes. These results demonstrate that Restitution Days were an important first step to restore trust between local elected officials and their constituents. Please see success story entitled, "EMAs Contribute to Increased Tax Collection" for more details.

Sustainability

Building on the EMAs and Restitution Days, the EMA roundtables enabled mayors, communal council members, and civil society representatives from across Mali to share experiences and lessons learned. Given the marginalization of the northern regions, these exchanges were important because they provided local stakeholders with the opportunity to understand the commonality of their issues. The EMA roundtables also allowed these local stakeholders to develop a common set of recommendations for local elected officials, regional representatives, and civil society. Local elected officials explained that the EMA program provided them with the tools to address the concerns of their constituents. Civil society representatives noted that the EMA program had increased the responsiveness of their elected officials and encouraged them to communicate, lobby, and advocate to their officials. As a result, local elected officials and civil society representatives have the tools and resources to continue the EMA process in their communes.

Pre-Election Stakeholder Dialogue Sessions

Following the EMA program and the fourth postponement of local elections, CEPPS/IRI in consultation with USAID brought together thought leaders in Bamako, Koulikoro and Koutiala to discuss and develop recommendations on the conditions necessary to hold local elections. These recommendations encompassed security, administrative, technical and social concerns and were compiled into a report and disseminated to the CSA (see Attachment 1 for full list of recommendations). Given that these recommendations were disseminated at the end of the program and that political situation remains volatile, CEPPS/IRI has not been able to measure the impact of the recommendations at this time. However, based on these recommendations and the political situation, CEPPS/IRI expects the CENI and the ministries and local representations

of the government to face numerous administrative and technical difficulties to hold local elections. Thought leaders expressed appreciation for the initiative, especially outside of Bamako where they had not met since the first postponement of local elections in April 2014. Mr. Keita Cheick Oumar, from the RPM party in Koulikoro, declared that *“I especially enjoyed the presentations from the state representatives. Before the session, I did not know what the CENI’s role is. Now, I do understand and I realize that its role is very important because there is a debate right now on maintaining the existence of the CENI. I personally think that it should be maintained, given its important role.”* The sessions also served as a vehicle for additional trainings in the countryside. In Koutiala, Mrs. Djenebou Daou, from the Miria party, said that after the session, her *“party organized other sessions with local women to involve them in the electoral process, and we expect to do the same in other communes as well.”* Thought leaders also strongly encouraged to conduct additional dialogue sessions and to include traditional and religious leaders. Unfortunately, CEPPS/IRI was unable to conduct additional dialogue sessions due to limited resources.

Regional Decentralization Forums

Simultaneously, CEPPS/IRI gathered thought leaders in Bamako, Koulikoro and Ségou to discuss and make recommendations on the likely powers and structures of the communal, *cercle* (county) and regional-levels of government, and their perspectives on regionalization. Thought leaders expressed appreciation for the workshop and repeatedly requested additional training on the likely powers and structures of local government. Unfortunately, CEPPS/IRI was unable to conduct additional regional decentralization forums due to limited resources.

Civil Society

Partnering with Regional Civil Society Organizations (CSOs)

Throughout this program, CEPPS/IRI worked closely with four regional CSOs, namely ANIMALI, APSRU, ARDIL and GARDL. During the 2013 national elections, CEPPS/IRI provided these organizations with the technical guidance and resources to conduct voter awareness campaigns, distribute voter material, and gather post-election recommendations. More importantly, these organizations were instrumental in strengthening the overall effectiveness and reach of CEPPS/IRI’s program. They have the networks to effectively target a variety of local stakeholders and were thus able to reach a greater number of individuals, especially in the northern regions. Specifically, ANIMALI, ARDIL, and GARDAL provided the networks to reach local stakeholders in these regions, including IDPs and returned refugees.

CEPPS/IRI also benefited from the technical capacity of its local partners. Most notably, APSRU had previously conducted EMAs in the region of Ségou. Based on APSRU’s experience with the EMA methodology, CEPPS/IRI developed a selection criteria and provided technical guidance for the Restitutions Days. Additionally, CEPPS/IRI facilitated a training of trainers workshop for APSRU to explain the EMA methodology to ANIMALI, ARDIL, and GARDL. In turn, ANIMALI, ARDIL and GARDL provided the networks and socio-political knowledge to effectively conduct the EMA program in the northern regions. As a result, CEPPS/IRI’s local partners were able to hold 18 EMAs and Restitutions Days across Mali, including the northern regions. By working directly with these local partners, CEPPS/IRI strengthened the technical capacity of CSOs and reached a greater variety and number of local stakeholders.

Strengthening Local CSOs

While CEPPS/IRI worked closely with its four regional partners, the EMA program revealed that local CSOs lacked the technical skills related to government oversight and advocacy. Building on the success of the EMA program, CEPPS/IRI conducted civil society working groups in the communes that it had previously targeted. During the civil society working groups, CEPPS/IRI intended to provide these groups with a scorecard methodology to evaluate the EMA reports of their mayors. However, CEPPS/IRI quickly realized that the semi-literate context of Mali did not lend itself to the scorecard methodology. Thus, CEPPS/IRI adapted its approach and provided the civil society working groups with the tools to develop and identify recommendations on the content of the EMA reports. Additionally, CEPPS/IRI provided the civil society working groups with the advocacy and communication skills to develop an advocacy plan for each of their organizations and “elevator speeches.” As a result, CEPPS/IRI enabled 53 local civil society organization to evaluate the EMA reports of their mayors, and develop an advocacy plan for their organizations and “elevator speech” to lobby their mayors. CEPPS/IRI also found in end of program interviews that local women CSOs used these advocacy and communication skills to engage their local elected officials on communal projects and the 2016 PDSEC and to advocate more easily about their concerns.¹³ Please see success story entitled, “Local Women CSOs Advocate for Change” for more details.

While CEPPS/IRI intended to hold town halls between these local civil society organizations and newly elected mayors, due to the postponement of local elections and limited resources, CEPPS/IRI in consultation with USAID realigned the town halls to prioritize the pre-electoral stakeholder dialogue sessions and regional forums (see above).

Success Stories

Women Candidate Provides Guidance to Nigerien Women Leaders

At the beginning of this program, CEPPS/IRI provided candidate training for candidates in the 2013 legislative elections, including Ms. Assetou Sangare who ran against Karim Keita, who was the candidate of the ruling party and son of President Ibrahim Boubacar Keita. While Ms. Sangare did not win the campaign, the percentage she managed to reach surprised many. Ms. Sangare walked away from this experience invigorated to run for upcoming elections and to encourage other women to run for office. CEPPS/IRI capitalized on this experience and included Ms. Sangare as a trainer for its women’s leadership program in Niger funded by the National Endowment for Democracy. Ms. Sangare facilitated a training of trainers workshop for 18 regional women political party leaders on leadership and communication skills. Following the workshop, many of the Nigerien women leaders looked up to Ms. Sangare as a role model and regularly called her for advice and feedback on their plans for regional workshops. Furthermore, CEPPS/IRI held a roundtable with Ms. Sangare and the Nigerien women leaders to develop and present recommendations to national level party leadership, which included the need for women

¹³ In Yanfolila, the CAFO declared that women organizations are now cooperating with elected officials on potable water project. Additionally, the communal council invited these organizations to attend the activities and sessions to development the 2016 PDESC. In Koutiala, the representative of the local women organization said that the training build her self-confidence, so that she was able to introduce here organization and talk more about her women problems during a visit of the governor.

across Niger to seek leadership positions more actively within political parties. As a result, CEPPS/IRI observed that six out of 18 of the Nigerien women leaders ran for the 2016 Nigerien legislative elections. CEPPS/IRI is happy to report this unexpected result as the CEPPS-funded candidate training allowed Ms. Sangare to run a competitive campaign and share her experience with other women leaders in Niger.

EMAs Contribute to Increased Tax Collection

Prior to CEPPS/IRI's partnership with 18 communes under this project, each mayor and communal council often developed its communal projects independently and did not communicate regularly with its constituents. As a result, citizens often did not pay their taxes because they were unaware of these communal projects. Recognizing the importance accountability to engage constituents and improve tax collection, CEPPS/IRI worked with 18 mayors and communal councils to communicate projects clearly to their constituents and explain the role of taxes. Following the EMAs and Restitution Days, local elected officials reported that they communicated at least once a month with village leaders and used local radio stations to inform citizens on communal projects. Mr. Diabate Mamou Bamba, mayor of Pelengana, said *"we signed a partnership with a local radio station and whenever the municipality wants to communicate, we use their airwaves."* In Soni Aliber, the mayor, Mr. Maiga, declared that *"since the EMA, the council meets weekly and once a month we send a report to village leaders on the collection of taxes in order to involve them further."* Prior to the conclusion of the CEPPS/IRI project, each commune experienced an increase in tax collection, including a 30 percent increase in the commune of Pelengana and a 20 percent increase in the commune of Dougabougou, which represents a significant importance in a country where service delivery at the local level is defective, notably for lack of appropriate funding. The fact that citizens now not only better understand that financial resources are necessary to provide public services or implement their recommendations¹⁴, but also have been sensitized to holding accountable the elected officials, will probably improve the quality of local governance in the long term. On the demand side, mayors and communal councils also reported that local stakeholders were deeply involved in the drafting of the 2016 PDSEC, which includes all communal projects. This laid an important foundation for future collaboration and joint work between local elected officials and citizens.

Local Women CSOs Advocate for Change

The EMAs and Restitution Days underscored the low capacity of CSOs outside of Bamako and the lack of inclusion of women in decision-making positions. As a result, CEPPS/IRI worked with over 53 CSOs in six communes where EMAs and Restitution Days were previously conducted. Women representatives were particularly responsive as they represented nearly 56 percent of the participants. Prior to the conclusion of the CEPPS/IRI project, several women CSOs reported that they were working with their communal council on specific projects such as the access to clean water in the commune of Wassolo Balle. Additionally, Ms. Ouattara Aiche Magassa, a CEPPS/IRI-trained women CSO representative in the commune of Koutiala, was invited to share the concerns of women during the public visit of the region's governor. Ms. Ouattara Aiche Maga explained that she was able to use her advocacy and communication skills to stress the importance of sewage systems and the low school enrolment of young girls at the

¹⁴ In Dougabougou, the deputy mayor told CEPPS/IRI that an important recommendation from the EMA was to conduct a census, which the commune is unable to conduct due to funding issues.

village level. This highlighted the responsiveness of women CSOs and potential of women leaders to advocate for change at the local level.

Lessons Learned

Responsiveness is Key

Throughout the project, clearly identified and documented assumptions were critical in the responsiveness of the program. Following the first postponement of local and regional elections in April 2014, CEPPS/IRI was unable to conduct some activities of the work plan. With the agreement of USAID and in collaboration with the CEPPS partners, CEPPS/IRI reallocated part of its resources for civic education to conduct the EMA program, which proved to be responsive to the fluid political and security situation. Similarly, and for the same reason, CEPPS/IRI reallocated part of its resources for candidate trainings, communal town hall meetings and regional introductory workshops to conduct stakeholder dialogue sessions and decentralization forums after the fourth postponement of local and regional elections in October 2015. The stakeholder dialogue sessions and decentralization forums were particularly responsive to the political situation as many local stakeholders were able to exchange on their different interpretations of the Peace Accord, including the prerequisites for local and regional elections and the roles and responsibilities of future decentralized entities.

Illiteracy Rate

Throughout the program, the high illiteracy rate outside of Bamako directly affect the approach of the program. This observation was first made during the 2013 legislative elections when citizens showed difficulties understanding voter guides. Accordingly, CEPPS/IRI adapted its programming to include posters, flyers and stickers. Similarly, CEPPS/IRI and its local partners used locally designed illustrations to enable local elected officials to explain the different topics of the EMA program to their constituents. While CEPPS/IRI attempted to simplify its scorecard methodology with CSOs outside of Bamako, CSOs were unable to analyze EMA reports and made recommendations on the EMA program instead. These lessons learned underscore the importance of non-written tools and methodologies in the implementation of programming outside of Bamako.

Challenges and Opportunities

Security issues

Repeated attacks by jihadist and armed groups in the northern regions posed threats throughout the program. In response to these threats, CEPPS/IRI worked with four local partners across the country, including three in the northern regions. Through these partnerships, CEPPS/IRI was able to conduct programming in several communes in the northern regions (post-election dialogue sessions and EMAs). However, security realities in these regions made it necessary to determine alternative locations for programming (ex: Kidal and Tessalit EMAs in Bamako). Following the first attack in Bamako in March 2015, the security situation deteriorated in the

southern regions, especially in the region of Mopti, where a new jihadist group, the Macina Liberation Front, was created and has conducted multiple attacks. These attacks and others limited CEPPS/IRI's ability to travel to Mopti and the northern regions during the last year of the program.

Multiplier effect

Throughout the program, CEPPS/IRI and its partners used local radio stations to expand constituent outreach. Specifically, mayors and municipal councils took advantage of the EMA program to broadcast Restitution Days on local radio stations. These initiatives were funded directly by local elected officials who saw the opportunity to reach a greater number of their constituents. Additionally, CEPPS/IRI used radio programming to amplify its civic education programming during the 2013 legislative elections. CEPPS/IRI believes that in a country where radio is a fundamental means of getting information, these opportunities provided a multiplier effect that had a positive impact, as it enabled CEPPS/IRI to reach a greater number of citizens.

Limited Time and Resources

Following the last no-cost extension in December 2015, CEPPS/IRI reallocated part of its resources to conduct pre-election dialogue sessions and decentralization forums. These sessions and forums provided a safe space for key local stakeholders to exchange and provide recommendations on the implementation of the Peace Accord (see lessons learned). Due to limited time and resources, CEPPS/IRI was unable to meet with all of the key local stakeholders such as representatives from the armed groups. For the latter, the risks associated with the potential presence of their representatives in the dialogue sessions was not insignificant and could have jeopardized the proceedings of the sessions. Additionally, the political context around these recommendations changed with the creation of interim government authorities by the GoM in March 2016. These realities limited the content and caused delays in the dissemination of the pre-election dialogue and decentralization reports.



CEPPS/IFES and CEPPS/NDI Final Report

MALI: Promoting Peace and Reconciliation through Inclusive Political Party Dialogue and Strengthened Government Institutions

USAID Associate Cooperative Agreement No. AID-688-LA-13-00004, under the Leader Cooperative Agreement No. DFD-A-00-08-00350-00

Project Dates: March 28, 2013 to June 30, 2016

I. EXECUTIVE SUMMARY

Until 2011, Mali was considered a West African democratic success story, having held successful democratic elections from 1992 to 2009. However, the country lost this standing when a military coup d'état deposed the democratically elected president in March 2012 and the northern territories were seized by Tuareg secessionist groups and Islamist extremists. The coup exposed the fragility of Mali's democracy and brought to the surface the underlying discontent, skepticism, and disenchantment of Malians with the country's democratic and political institutions. Despite a June 2013 temporary peace accord that paved the way for a return to peace and set the stage for presidential and legislative elections, Mali's fragile institutions, including its various electoral management bodies and political parties, continue to need support so that polls are credible and inclusive.

Additionally, Mali's political parties, candidates, and supporters often lack capacity, knowledge, skills, and resources to participate meaningfully, actively, and peacefully in electoral and political processes. In the post-election period, Malians looked to their political leaders and elected representatives to enact political and electoral reforms, and to represent citizens' interests. To meet these expectations, the national legislature, local councils, mayors, and political parties needed technical advice and guidance to engage with constituents to address citizens' concerns better and to put forward policies, reforms, and development initiatives that reflected those priorities.

To enable political leaders, civil society and citizens to establish an effective, inclusive democracy, CEPPS worked with a range of political and civic actors to strengthen Mali's democratic processes in the post-coup environment:

- By providing **civil society organizations** (CSOs) with targeted technical and financial support, CEPPS enabled these partners to increase the transparency and credibility of presidential, legislative, and local elections and of the pre- and post-electoral periods; and to advocate for priority electoral and legislative reform measures. Likewise, partner CSOs played key roles in civic and voter education efforts, encouraging citizens to engage actively in electoral and political processes.
- In training and guiding **political parties** to effectively serve their role in supporting inclusive, credible polls and in facilitating the peaceful acceptance of results through party pollwatching and implementing a joint code of conduct, CEPPS enabled parties to contribute to peaceful elections and accept electoral outcomes. In assisting political parties to develop issue-based policies through consultations with constituents, and to lead campaigns that focus on issues that citizens – including women and youth – care about, CEPPS helped parties respond to the public’s concerns and increased the participation of citizens in political and electoral processes.
- Through training and coaching **youth** from political parties and civil society to build leadership skills and confidence, CEPPS/NDI enabled young women and men to prepare to serve as effective political and civic leaders within their organizations and communities.
- By supporting **legislators** to adopt reforms in the legal framework, oversee government actions, and maintain more effective outreach to constituents, CEPPS assisted the National Assembly to increase the public’s trust and support in its elected institutions.
- Through advising and facilitating the collective effort of the **Ministry of Women, Children and Family Promotion** (Ministère de la Promotion de la Femme, de l'Enfant et de la Famille – MPFEF), women and men legislators, and civil society activists to promote women’s greater opportunity to serve as elected and appointed officials, CEPPS assisted Mali to draft and adopt a gender quota law.
- By providing technical and financial support to the **National Committee on the Coordination of the Peace Accord** (Comité National de coordination de la mise en œuvre de l'accord pour la paix et la réconciliation au Mali – CNCA), CEPPS enabled the government to raise the public profile of its efforts to advance the peace accord’s implementation and foster peace and stability in Mali.
- In providing technical and training assistance to the **electoral management bodies (EMBs)** in Mali, CEPPS assisted in the strengthening of the electoral process, and increased the credibility of that process.
- By offering resources and technical expertise to **mayors** to comprehensively assess their terms and communicate the results to constituents, CEPPS supported increased awareness among Malian citizens of electoral and local government practices and fostered more robust dialogue among stakeholders at the local level.

II. POLITICAL CONTEXT

Political Developments

When the government of former President Amadou Toumani Touré was overthrown in March 2012, Mali experienced political uncertainty that precipitated the takeover of its northern regions

by separatists battling for an independent Azawad state, backed by Islamist insurgent groups. With significant assistance from the international community, Mali gradually recovered its territorial integrity, paving the way for the organization of presidential and legislative elections in 2013 and a return to constitutional order. The inauguration of 147 deputies in the new National Assembly on January 21, 2014 following the November and December 2013 legislative elections was a symbolic moment for many Malians that represented the end of the transitional period and a return to political order. Throughout the presidential and legislative elections, CEPPS conducted civic engagement activities across the country and provided technical guidance to the election and monitoring bodies (EMBs).

However, after just six months in office, Prime Minister Oumar Tatam Ly resigned, citing government dysfunction and differences of opinion with President Keita, and was replaced by Mr. Moussa Mara, a 2013 presidential candidate for the opposition party Yelema. Mara appointed a new cabinet and restructured one of CEPPS's key government partners, the Ministry of Territorial Administration (MAT).

On September 24, 2015, President Keita reshuffled the government of Mali (GoM), which increased from 29 to 31 members and included five women, two of whom were appointed as ministers of Justice and Health and Public Hygiene. Also, Mr. Mohamed Ag Erlaf, a member of the *Groupe Autodéfense Touareg Imghad et Alliés* (Self-Defense Group of Imghad Tuaregs and Allies – GATIA) entered the GoM as the Minister of Decentralization and State's Reform.

On November 12, 2015, after heated discussions between members of parliament (MPs) and the Minister of Women, Children and Family Promotion, the National Assembly overwhelmingly passed the gender quota law, requiring that at least 30 percent of candidates on party lists to be women.

From April 2014 to March 2016, regional and local elections were postponed four times due to security concerns in the northern regions and negotiations of the Peace Accord with armed groups.¹ The first three postponements resulted in the extension of the mandates of mayors and municipal councils and in the subsequent realignment of CEPPS's objectives, especially affecting civic engagement activities. Following the forth postponement, the National Assembly voted to install interim mayors and municipal councils representing the GoM and former armed groups recognized by the Peace Accord. While the law passed with 103 out of 147 votes, opposition MPs criticized the law, which is viewed to provide preferential treatment to the instigators of the 2012 crisis. These recent events stress the importance of continued support to the implementation of the Peace Accord and preparation of regional and local elections.

Peace Accord and Security Concerns

Throughout the program, the security situation remained precarious across the country, especially in the northern regions where attacks by extremists and armed groups continued to occur on a regular basis despite the presence of United Nations (UN) peacekeeping troops of the

¹ On August 10, the Council of Ministers convened the Electoral College for municipal elections to be held on November 20, 2016.

UN Multidimensional Integrated Stabilization Mission (MINUSMA). Additionally, extremist groups increased the number of attacks in the southern regions such as the attack on the Radisson Blu Hotel on November 20, 2015 and on the Nord Sud Hotel on March 21, 2016.

In February 2014, the GoM and armed groups began the Peace Accord negotiations, including measures to start the disarmament, demobilization and reintegration (DDR) process in the northern regions. However, these efforts suffered significant setbacks when Tuareg armed groups took control of the commune of Kidal on May 17, 2014, during Prime Minister Mara's first official visit. Following the agreement of a ceasefire, the three largest armed groups agreed to resume negotiations with the GoM, which began in Algiers in July 2014. The GoM and armed groups held several rounds of negotiations in Algiers to resolve remaining issues and eventually reached an agreement and signed the Algiers Peace Accord on June 20, 2015.

Following the Algiers Peace Accord, the GoM created the *Comité de Suivi de l'Accord* (Committee Overseeing the Implementation of the Peace Accord – CSA), which is responsible for implementing the Peace Accord. The growing public frustration over GoM's slow and limited progress in implementing the accord led the CNCA to remain slow request international support to inform citizens of the government's efforts and progress in fulfilling its obligations under the accord. In an effort to respond to the security situation, CEPPS has worked closely with USAID to provide support to the CNCA's public outreach activities. In order to show the government's commitment to the implementation of the peace agreement, President Ibrahim Boubacar Keita nominated Mr. Mahamadou Diagouraga as the High Representative to the implementation of the peace agreement in June 2016.

Political opposition over a number of terms of the peace agreement continued unabated. During the April 12, 2016 meeting of the political party working group that has met regularly in recent years with the Ministry of Territorial Administration (*Ministère de l'Administration Territoriale et de la décentralisation* – MATD) to discuss political and social issues, the opposition leaders informed all those present that they would not continue to participate in the working group meetings because the opposition did not believe the government had a coherent vision for implementing the peace accords. Since then, the government has not organized another working group meeting.

National Assembly

The National Assembly's ordinary session began on April 4, 2016 amid tension between the ruling and opposition members of parliament (MPs) over the law on interim authorities. The opposition MPs refused to vote for the law and temporarily left the plenary session to distance themselves from the law, which passed without the presence of opposition MPs. Opposition parties challenged the law in court. On May 5, 2016 the constitutional court ruled in favor of the government by declaring the law on interim authorities constitutional. Despite deep disagreement amongst MPs about the law on interim authorities, ruling and opposition MPs were able to review and vote on 30 other bills before the end of their session on July 1, 2016.

III. OBJECTIVES

Objectives (Effective March 28, 2013 – February 27, 2015)

USAID Objective 1: To reinforce progress towards a peaceful, active and stable political society by promoting reconciliation and participatory development

CEPPS Objective 1.1: To build the capacity of domestic civil society organizations to monitor the 2013-2014 electoral process (CEPPS/NDI)

CEPPS Objective 1.2: To enhance the capacity of parties to represent citizen priorities in campaign messages and platforms (CEPPS/NDI)

CEPPS Objective 1.3: To enhance the capacity of parties to peacefully engage in the electoral process and in post-election reform (CEPPS/NDI)

CEPPS Objective 1.4: To enhance the ability of newly elected institutions to solicit and use citizen input (CEPPS/NDI)

CEPPS Objective 1.5: To strengthen the capacity of the Elections Management Bodies (MAT/DGE/CENI) through targeted technical assistance and training (CEPPS/IFES)

CEPPS Objective 1.6: To help communities reconcile in a democratically governed society (CEPPS/IFES) *Removed*

CEPPS Objective 1.7: To help support the legal and electoral reform process (CEPPS/IFES)

CEPPS Objective 1.8: Malian stakeholders have increased awareness of electoral processes, engage in constructive dialogue on electoral issues, and develop recommendations for future electoral processes in advance of and following national elections (CEPPS/IRI)

USAID Objective 2: Increase Malian citizens' civic awareness and participation in elections through radio programs

CEPPS Objective 2.1: To strengthen citizens engagement and participation in the electoral process through widespread voter outreach (CEPPS/IFES)

CEPPS Objective 2.2: To build the capacity of community radio animators to carry out election-related activities in support of a transparent and peaceful transitional electoral process (CEPPS/IFES)

CEPPS Objective 2.3: Political parties and their candidates communicate on issues of interest to citizens in broadcast debates (CEPPS/IRI)

CEPPS Objective 2.4: Malian voters receive civic and voter education through print media in advance of legislative elections. (CEPPS/IRI)

USAID Objective 3: Improve voter access for internally displaced persons and returning refugees in Mali's legislative and municipal elections

CEPPS Objective 3.1: Build the capacity of nonpartisan election observation groups and political parties to monitor the participation of IDPs and recently returned refugees in Mali's legislative and local electoral processes (CEPPS/NDI)

CEPPS Objective 3.2: Revise the legal framework to enable IDPs and returned refugees to vote. (CEPPS/IFES)

CEPPS Objective 3.3: Malian IDPs' and returned refugees are encouraged to participate in legislative elections (CEPPS/IRI)

CEPPS Objective 3.4: Malian political stakeholders engage in dialogue on issues that relate IDP and returned refugee participation in the electoral process. (CEPPS/IRI)

Objectives (Effective February 28, 2015 – June 30, 2016)

USAID Objective 1- Regional and Communal Elections Support: Assist the government of Mali to plan, manage and execute regional and communal elections, ensuring robust citizen participation and oversight.

CEPPS Objective 1.1: To strengthen the capacity of the Election Management Bodies through targeted technical assistance and training (CEPPS/IFES)

CEPPS Objective 1.2: To strengthen citizens engagement and participation in the electoral process through widespread voter outreach (CEPPS/IFES)

CEPPS Objective 1.3: To build the capacity of domestic civil society organizations to monitor the local and regional electoral process and advocate for reform. (CEPPS/NDI)

CEPPS Objective 1.4: To enhance the capacity of political parties to represent citizens' priorities in campaign messages and platforms. (CEPPS/NDI)

CEPPS Objective 1.5: Candidates are prepared to implement campaigns and communicate on issues of interest to citizens. (CEPPS/IRI)

USAID Objective 2 – Civic Education and Political Inclusion: Increased participation in political processes and decision making. All Malians should be able to understand, support, and participate in Mali's efforts to reform various sectors that include justice, decentralization, and the security sector. This participation should include historically marginalized groups, women, and youth.

CEPPS Objective 2.1: To strengthen the capacities of civil society organizations in the development and implementation of civic and voter outreach (CEPPS/IFES)

CEPPS Objective 2.2: To increase the engagement of women and youth in political processes and decision-making. (CEPPS/NDI)

CEPPS Objective 2.3: To enhance the capacity of national legislators to interact with constituents on political reform and other priorities. (CEPPS/NDI)

USAID Objective 3- Sub National Governance: Strengthen newly elected officials to represent constituent interests in development planning and oversight at the sub national and national level, and to prepare regional councils to oversee implementation of development programs.

CEPPS Objective 3.1: Malian subnational government officials increase level of engagement and communication with constituents and other governmental institutions to assess past governance performance and citizen priorities and concerns. (CEPPS/IRI)

CEPPS Objective 3.2: Citizens' role in oversight of and advocacy to subnational government officials and institutions is strengthened. (CEPPS/IRI)

CEPPS Objective 3.3: Newly elected Malian subnational officials and their constituents have the basic knowledge and tools to fulfill their roles within subnational government structures. (CEPPS/IRI)

IV. PROGRAM ACTIVITIES

CEPPS revised its objectives a couple of times during the implementation of the program to respond to the changing electoral and political environment. During the first revision, which occurred in early 2014, CEPPS extended its focus on supporting credible, inclusive elections, to include legislative and communal elections. Along with continued support of Malian stakeholders in national peace and reconciliation efforts, CEPPS also added an objective focused on securing the rights of IDPs and returned refugees to vote. It expanded the scope of its civic education through community radio systems to include voters' education and face-to-face animation. This scope is reflected in the objectives that CEPPS reported on from October 2013 – February 2015. The second revision occurred in late 2014, and went into effect in February 2015. Under this revision, CEPPS restructured the focus of its three objectives in order to support the institutional shift that was happening in the country due to the peace talks between the GoM and rebel groups. In addition to continued support in elections, civic education and peace and reconciliation efforts, CEPPS replaced the third objective to focus on providing support to councils and encouraging social accountability of their mandates by the constituents they served. The scope of these objectives were expanded in late 2015 when USAID requested CEPPS' assistance to support institutions in charge of the implementation of the 2015 peace agreement which was signed between the government of Mali, rebel groups, and pro-government Northern militias. During the last six months of the program in 2016, CEPPS/NDI assisted the National Coordination Committee for the implementation of the peace accord (CNCA) hold high-level dialogue sessions on the implementation of the peace accord and workshops on reforms. CEPPS/NDI also worked with civil society groups led by the Malian Patriotic Movement (*Mouvement Patriotique pour le Mali* – MPM) to organize a high level meeting

between CSOs to discuss ways in which they can monitor the implementation of the peace agreement and ensure the inclusion of civil society in government discussions.

The aforementioned revisions influenced the program's reporting structure. CEPPS/IFES and CEPPS/NDI have chosen to present its program activities and results in the following manner: March 2013 – February 2015 objectives are presented first followed by activities that took place between February 2015 and June 2016.

MARCH 2013 – FEBRUARY 2015

USAID Objective 1: To reinforce progress towards a peaceful, active and stable political society by promoting reconciliation and participatory development

CEPPS Objective 1.1: To build the capacity of domestic civil society organizations to monitor the 2013-2014 electoral process (CEPPS/NDI)

Support to Domestic observation groups

Support to Mali's Electoral Process (Appui au Processus Electoral au Mali - APEM)

From April 2013 - December 2014, CEPPS/NDI worked with a long-standing domestic observation partner, Support to Mali's Electoral Process (*Appui au Processus Electoral au Mali – APEM*) to observe the presidential and legislative elections. CEPPS/NDI assisted APEM to adjust its recruitment and deployment strategy; modernize and adapt its existing observation methodology, tools, and training materials; determine an appropriate communication and outreach strategy; and support 500 citizen observers for each round of the presidential and legislative elections.

CEPPS/NDI also provided technical support to APEM in managing its collaboration with OneWorld², the Open Society Institute for West Africa (OSIWA), the United Nations Development Programme (UNDP), and the International Organization for the Francophonie (*Organisation Internationale pour la Francophonie – OIF*). OneWorld resources enabled APEM to deploy an additional 1,000 citizen observers and display information collected through an SMS reporting system on www.malivote.com. OSIWA provided short-term support to APEM to establish a Bamako-based call center and focal point for outreach and two-way communication, the Citizen Election Observation Pole (*Pole d'Observation Citoyenne des Elections – POCE*). OIF and UNDP contributed funding for APEM to train and deploy an additional 500 and 100 observers, respectively.

² OneWorld UK is an international nongovernmental organization (NGO) with a mission “to innovate internet and mobile phone applications that the world's poorest people can use to improve their life chances, and that help people everywhere understand and act on global problems.” NDI and OneWorld also partnered to use technology to broaden the reach of an ongoing electoral observation effort in Senegal in 2012, and OneWorld also supported the technological component of an election monitoring project in Sierra Leone in 2012.

In order to prepare citizen observers to exercise their rights and responsibilities to monitor the voting process, CEPPS/NDI trained 56 regional APEM supervisors as master trainers in summer 2013. These supervisors provided step-down training to 2,100 observers prior to the presidential elections and to 1,600 observers prior to the parliamentary elections (APEM deployed 3,700 observers during the first round of legislative elections and 3,225 during the second round).

The Consortium

During 2014, while the country was still anticipating that regional and local elections would be scheduled, following an internal leadership dispute within APEM that effectively dissolved the organization, CEPPS/NDI identified four national level organizations with election observation experience that agreed to work together as domestic observer groups for the local and regional elections. The four organizations – the Advocacy and Lobbying Network (Réseau Plaidoyer et Lobbying – RPL), a network of organizations working for a transparent democratic process in Mali; Caritas Mali, a human rights and development-focused civil society organization; S.O.S. Democracy (S.O.S. Democratie), a voter education organization that promotes democratic governance; and Youth Chamber International (Jeune Chambre Internationale – JCI), a youth service organization – were known as the Consortium of Electoral Observation CSOs (*Le Consortium des OSCs d’Observation Électorale* or Consortium). Together they developed a joint advocacy strategy based on their observations from the 2013 elections; a recruitment and deployment strategy to observe the census (*Registre Administratif a vocation d’Etat Civil – RAVEC*) process in Fall 2014; and deployed 18 observers to monitor the process from October – December 2014. CEPPS/NDI and the Consortium developed an observer guide for this process and trained the participants on their responsibilities but also on the RAVEC process.

With the expectation that the local elections would be called for Spring of 2015, the Consortium submitted proposals for CEPPS/NDI’s financial and technical support of its combined observation effort. The organizations worked together to develop coordinated objectives, monitoring, and deployment plans. CEPPS/NDI provided refresher training on observation and joint coordination to 16 Consortium members. Funding in the form of subgrants was never disbursed because the local elections date was postponed multiple times. However, as preparations for the polls continued, the Consortium with CEPPS technical support continued to observe these processes, including the verification of the electoral list in February 2015. The Consortium released a statement with its observation of the proceedings, the flaws needing correction, and its recommendations to election authorities.

CEPPS Objective 1.2: To enhance the capacity of parties to represent citizen priorities in campaign messages and platforms (CEPPS/NDI)

Developing a culture of responsive Parties

Town halls

To enable political party leaders to engage directly and openly with citizens on issues of priority to local communities, CEPPS/NDI organized a series of multi-party town hall meetings in regional centers (see Table 1 below), each organized around a topical theme. A total of 46 parties

participated frequently at the events. The leaders of each participating party took turns making an opening statement relevant to the meeting's theme. Participants were given the opportunity to engage party leaders, to ask questions, state their views, and offer their recommendations. Party representatives were allowed to respond and detail how their party's representatives if elected would address these issues. In order to heighten the participation of women and youth during these events, CEPPS/NDI held preparatory meetings with the local women and youth members of participating parties. During these pre-town hall coaching sessions, women and youth party members discussed the issues of concern to them, and practiced articulating their views in a public setting. CEPPS/NDI conducted and recorded citizen interviews during and after the town hall meetings to capture a "man on the street" perspective from the larger town hall audience. CEPPS/NDI compiled these interviews from the town hall series, and played them for political party representatives during policy development sessions CEPPS/NDI organized following the town hall events. After playing the recorded interviews, CEPPS/NDI staff facilitated a discussion among party members about what they learned from the interview respondents and how they could use those insights to develop party positions and campaign messages that respond to the concerns expressed.

Table 1. Attendance at Town Hall Meetings			
<i>Location</i>	<i>Total Number of People (women)</i>	<i>Number of Parties in Attendance</i>	<i>Date</i>
Bamako	120 (56 women)	33 parties	September 25, 2013
Kayes	300 (117 women)	17 parties	October 24, 2013
Koulikoro	283 (112 women)	23 parties	October 24, 2013
Ségou	357 (194 women)	17 parties	March 26, 2014
San	292 (97 women)	18 parties	March 29, 2014
Bamako	78 (29 women)	33 parties	May 22, 2014
Kita	129 (30 women)	20 parties	July 11-12, 2014
Bandiagara	108 (31 women)	22 parties	July 24-25, 2014

Party Platform Development

From 2014 – 2015, CEPPS/NDI organized policy development workshops for party representatives in Bamako, Mopti, Kayes, Koulikoro, Ségou and Sikasso (see Table 2 below). The multiparty sessions provided party representatives with an overview of the basic steps in the policy development cycle. To inform party members' discussions, CEPPS/NDI staff played a video of the citizen interviews produced during the series of the town hall meetings (referenced above), an explanation of how public policies and programs tend to affect men and women differently, and how party platforms can be effectively conveyed to prospective voters during an election campaign. In facilitated group sessions, party representatives created budgets to illustrate how much their platforms would cost, developed an internal process for their parties to consider when identifying and developing priority policies.

In mid-2015, CEPPS/NDI held 63 individual consultations with 34 political parties in Bamako, Kayes, Koulikoro, Ségou and Sikasso to analyze each party's platform and suggest ways each party could revise platform positions to strengthen its outreach to citizens. These party-specific sessions also allowed regional party leaders to refine their communication strategies in order to contribute to their parties' national messaging by sharing the policy platform recommendations they developed during the academies with their national party leaders.

Table 2: Participation in Policy Development Workshops					
Region	Dates	# Participants	# Women (%)	Parties represented	# Parties
Bamako	March 18-19, 2014	44	7 (16%)	FAD, FAMA, MADI, ADP, ASMA-CFP, BARICA, CD, PDT, PEI, PEDM, MIRIA, MPR, MPJS, CNU, PARENA, PACP, PDP, PDA, PLA, PSP, RAMAT, PIDS, REEDD, RDR, RPDM, RPM, SIRA, Social CDS, UFD, UFD, UMPC, UM-RDA, URD, URP, and YELEMA.	36
Mopti	March 25-26, 2014	56	16 (29%)	CAP, CARE, ADEMA, APR, ASMA, BARA, CNU, CODEM-Diama, FARE, MPR, CNID, PARENA, PRDT, PDES, PH, PSP, RDR, RPDM, RPM, SADI, UDD, UM-RDA, UMP, URD, and YELEMA.	25
Sikasso	March 28-29, 2014	37	8 (22%)	ADEMA, ASMA-CFP, BARA, BARICA, CNID, CODEM, FARE, PARENA, PH, PIDS, RPDM, RPM, SADI, UMP, UM-RDA, URD, and YELEMA. Representatives from political parties came from Sikasso and Ségou regions	17
Koulikoro	Feb 11-13, 2015	49	10 (20%)	ADEM, ADEMA, ADM, ASMA, CARE, CDS, CNAS Faso, CNID, CODEM, FAMA, FARE, MPR, PH, PCR, PIDS, RDS, RPDM, RPM, SADI, UDA, UFD, UMAM, UMRDA, URD, YELEMA	25
Ségou	Feb 24-26, 2015	44	10 (23%)	ADEMA PASJ, APM MALIKO, ASMA, CNID FYT, CODEM, FARE, MODEC, MPR, P.E du MALI, PARENA, PDES, PIDS, PS YELEMA COURA, PSP, RPM, SADI, SIRA, UDD, UFD, UM RDA, UMAM, URD, YELEMA	23

Bamako	Mar 2-4, 2015	38	8 (21%)	ADCAM, ADP MALIBA, BARICA, CBC, CD, CDS, CNU FJT, CODEM, MIRIA, MPJS, MPR, PACT, PAMA, PDA, PDD, PE du MALI, PEI, PIDS, PRDT, RAMAT, REDD, SIRA, UDD, UFAP, UFD, URD	26
Kayes	Mar 12-14, 2015	45	3 (7%)	ADCAM, ADEMA, ADP MALIBA, ASMA CFP, CNAS Faso HERE, CNID, CODEM, FARE, MIRIA, MPLUS RAMATA, MPR, PARENA, PDES, PRDT, PRVM FASOKO, PS, RPDM, RPM, SADI, UDD, UM - RDA, URD, YELEMA	23
Sikasso	April 15 – 17, 2015	40	3 (8%)	ASMA, RPM, ADEMA/PASJ, CODEM, URD, CNID FYT, UM-RDA, MPR, FARE, MIRIA, SADI, RPDM, CDS, YELEMA, UMAM, BARA, UDD, ADP-Maliba, PDES	19
Mopti	May 20-22, 2015	38	4 (11%)	PRVM, CODEM, UM-RDA, FARE, UDD, SADI, PARENA, CARE, UMP, APR, MPR, RPM, ASMA, URD, ADEMA/PASJ, PDES, CNID-FYT	17
Total		391	69 (18%)		

Political Party Youth Leadership

From September 16 – October 25, 2014, CEPPS/NDI organized 10 single party meetings with high level representatives and youth leaders from 10 political parties to bring party leaders' attention to the participation of political parties' youth members (see Table 3 below). From these discussions, CEPPS/NDI learned that most parties assign similar tasks to their youth members. These include recruiting and educating new members, mobilizing voters for Election Day, and sharing youth priorities with party leaders so youth's concerns can be included in the party's platform. While these party leaders all agreed that the party must do more to engage its young members, many outlined the challenges they faced in trying to do so within their party structures. For example, youth tend to have few political skills, and many among the more senior members lack confidence in youth members' ability. In an effort to ensure the participation of young women leaders, CEPPS/NDI required participating parties to nominate at least one woman in its two- to three-person team. However, party leaders informed CEPPS/NDI that they did not always have young women in their parties whom they could send in some regions. At the conclusion of the youth academies, about one-third of the participants were women. These women participated actively in debates and exercises.

Table 4: Political Party Participation in Win with Youth Assessments							
	Party	Date	Participants				Key leaders in attendance
			Total	# Youth	# Women	# Leaders	
1.	ADEMA	Sept 24, Oct 25, 2014	4	2	0	2	Secretary General (SG) and Administrative Secretary (AS)
2.	ADP MALIBA	Oct 3, 2014	3	2	0	1	AS and Permanent Secretary (PS)
3.	ASMA	Sept 25, 2014	2	2	0		SG
4.	CDS	Sept 19, 2014	4	2	0	2	SG and PS
5.	CODEM	Sept 16, 2014	3	1	1	1	SG
6.	FARE	Sept 17, 2014	3	1	0	2	SG and AS
7.	RPM	Oct 2, 2014	4	2	0	2	AS and PS
8.	PARENA	Oct 3, 2014	3	3	0	0	SG
9.	UM RDA	Sept 17, 2014	2	1	1	1	Adjunct SG
10	YELEMA	Sept 19, 2014	3	1	1	1	SG

Following the series of meetings between party leaders and their youth members, CEPPS/NDI held a multiparty roundtable for youth members representing 12 political parties³. CEPPS/NDI staff facilitated discussions among participants to assist them to identify the obstacles to increasing their role and stature within their party, to recognize the areas in which youth need to build greater skill and experience, and to discuss joint youth priorities that cut across party lines. The group produced a list of its top priorities⁴, which CEPPS/NDI shared with 21 party leaders

³ These parties were: ADEMA; ADP-Maliba; APM-Maliko CDS; CODEM; FARE; MPR; RPM; SADI; UDD; UM-RDA; and YELEMA.

⁴ The priorities were: leadership; communication; the role of young women in politics; resource mobilization techniques; supporting youth candidates; developing personal development plans/political career plans; methods of increasing youth responsibility within party structures; and understanding the internal functioning of parties (ideology, principles, values, organizational structures).

(of whom three were women) representing the 12 participating political parties during a multiparty roundtable on October 10, 2014. The purpose of the meeting was to share with them these priorities and to determine if any should be added. The party leaders appreciated the work done by youth leaders and suggested the addition of three more priorities. These priorities were campaign skills, how to manage a polling station and understanding the foundational texts of parties. These priority areas became topic areas that were discussed during CEPPS/NDI youth leadership academies.

In late 2014 and early 2015, CEPPS/NDI organized four multiparty youth leadership academies (see Table 5 below) in Bamako, Kayes, Mopti and Sikasso, all focused on nine themes.⁵ Parties were asked to select two to three active youth members, including at least one woman, to participate. The academies provided instruction and interactive exercises to enable youth party members to develop practical skills, discuss challenges and create contacts and networks with youth leaders from other parties. Following the academy, CEPPS/NDI contacted youth leaders to find out how they implemented the skills that they acquired. Several youth leaders replicated the lessons learned during the academies for other members of their parties. A few were promoted including two members from the National Congress for Democratic Initiative (*Congrès National d'Initiative Démocratique* – CNID), one became the general secretary of his party in his village and the other was placed at the top of his village's candidate list for the local elections that were scheduled in 2015. One young member of the Patriotic Movement for Renewal (*Mouvement Patriotique pour le Renouveau* – MPR) became the first vice-president of a party commission and was also vetted as a candidate for the local elections that were scheduled for October 2015.

During the follow-up sessions in July 2015, CEPPS/NDI provided an overview of the topics covered by the academy to 25 men and six women from 16 political parties⁶ and the network of young political party leaders of Kayes, none of whom had participated in CEPPS/NDI's leadership academy for young party members. These youth also learned about the importance of creating a youth advocacy committee within the party, and developing an advocacy activity timeline to structure implementation towards advocacy objectives.

		Table 5: Political Party Participation in Win with Youth Academies			
Party	Date and Location of Academy				Total participants by party
	Bamako	Sikasso	Mopti	Kayes	
	October 27-31, 2014	November 25-28, 2014	December 16-19, 2014	January 13 – 17, 2015	
	Participants				

⁵ The November and December academies both began with an information session on the Ebola virus to ensure that the party youth understood how it was spread and recommended precautions that would reduce the chances of exposure. The themes were political ideologies, political participation, gender and participation, leadership, public communication strategic planning, personal development projects, networking and collaboration, and youth candidacy.

⁶ ADEMA, URD, RPM, MPR, SADI, CNID, CODEM, FARE, CNAS- FASO HERE, MPLUS -RAMATA, PRVM -FASOKO, ADP MALI BA, PRDT, ASMA CFP, UM -RDA, PDES

		<i>Total</i>	<i># Wom en</i>	<i>Tota l</i>	<i># Wome n</i>	<i>Tot al</i>	<i># Wome n</i>	<i>Tota l</i>	<i># Wom en</i>	<i>Tota l</i>	<i># Women</i>
1.	ADEMA	2	1	2	1	2	1	2	1	6	4
2.	ADP MALIB A	2	1	-	-	-	-	2	1	2	2
3.	APM Mali Ko	2	1	-	-	2	1			4	2
4.	APR	-	-	-	-	2	1			2	1
5.	ASMA	2	1	2	1	2	1	2	1	6	4
6.	CDS	2	-	2	0	2	1			6	1
7.	CNAS	-	-	-	-	2	-			2	0
8.	CNID	2	1	1	0	1	0	2	1	4	2
9.	CODE M	2	1	2	1	2	1	2	1	6	4
10.	FARE	3	1	3	1	2	1	2	1	8	4
11.	MIRIA	-	-	2	1	2	1	2	1	4	3
12.	MPR	3	2	2	1	4	2	2	1	9	6
13.	PAREN A	3	1	3	1	2	1	2	1	8	4
14.	PDES	2	-	3	1	2	1	2	1	7	3
15.	PRVM	3	1	2	-	2	-	2	1	7	2
16.	PSP	-	-	-	-	1	-			1	0
17.	RAMAT	-	-	-	-	1	-			1	0
18.	RJPPM	3	1	-	-	-	-			3	1
19.	RPM	2	1	2	1	2	-	2	1	6	3
20.	SADI	2	1	2	1	2	1	2	1	6	4
21.	UDD	2	1	2	1	2	1	2		6	3
22.	UM RDA	2	1	2	1	3	1	2	1	7	4
23.	URD	2	1	3	1	2	-	2	1	7	3
24.	YELEM A	2	1	2	1	2	1	2	1	6	4
	Total	43	18	37	14	44	16	34	16	158	64

In addition to the mixed gender leadership training discussed above, CEPPS/NDI continued to assist the development of the members of the Network of Young Women Leaders of Political Party and Civil Society Organizations (*Réseau des Jeunes Femmes Leaders Académiciennes des Partis Politiques et des Organisation de la Société Civile* – REJAPO). Young women from 10 parties and five CSOs created REJAPO in 2014 following a leadership academy for young

women, funded by the Royal Danish Embassy.⁷ Under the CEPPS program, CEPPS/NDI continued to provide the group with technical advice and coaching to help its members to further develop and practice their skills as leaders. Responding to REJAPO's request, CEPPS/NDI assisted the network to organize a general assembly of all members to create a formal structure out of the originally informal association. CEPPS/NDI also organized skills building sessions for REJAPO members with members of CCFPP, most of whom are more senior, experienced party women. Through these interactions, CCFPP members assisted the younger women to learn more about party participation and to strengthen their political and communication skills.

CEPPS/NDI operated a leadership resource center which begun under its previous Danish-funded gender mainstreaming program. When initially created, the center provided women interested in becoming candidates, activists or leaders with material resources, access to the Internet and in-person consultations with CEPPS/NDI. Under CEPPS, the Institute expanded the center's mandate to provide leadership and politics-related resources to women, men, youth and civil society organizations. From November 2014 – July 2015, CEPPS/NDI also held periodic group discussions, organized and facilitated by an intern, for young people on good governance, political participation, security and the Malian political system. The intern identified the topics for discussion in conjunction with participating youth, vetted the topics with CEPPS/NDI's director, and organized the event's agenda.

CEPPS Objective 1.3: To enhance the capacity of parties to peacefully engage in the electoral process and in post-election reform (CEPPS/NDI)

Interparty Dialogue and Women's Political Participation

Code of Conduct Monitoring Committee

Building from its previous USAID award, CEPPS/NDI partnered with the Code of Conduct Monitoring Committee (CCMC) to raise awareness among party members about the code of conduct and enlist party members and supporters in promoting peaceful elections. CCMC was created by seven political parties in Spring 2013 when CEPPS/NDI was working with political parties to update the 2012 Code of Conduct in a consensual manner under its 2011- 2013 *Mali 2012 General Election* program funded by USAID. The CCMC's mission was to promote credible elections and institutions and monitor the implementation of the code by directing outreach activities to political parties and conducting awareness raising activities amongst citizens in the lead up to the elections in 2013. Through the CCMC's leadership 42 political parties, including 11 presidential candidates, signed and reaffirmed their commitment to adhere to the 2013 Malian Political Party and Independent Candidate Code of Conduct, which served as a widely accepted reference document to promote peaceful and inclusive campaign and electoral periods. The code outlines the standards agreed by all signatory parties for party members' and supporters' expected comportment during election

⁷ Political parties represented were: ADEMA PASJ; CNID; CODEM; FARE; MPR; PARENA; SADI; RPM; URD; and YELEMA. The following CSOs were also a part of REJAPO's creation: Association Femmes Leadership et Developpement (AFLED); Conseil national de la jeunesse (CNJ); Conseil National de la Société Civile (CNSC); Jeune Chambre Internationale (JCI); and SOS Démocratie.

campaigns and elections. CCMC was tasked - by the parties' signatory to the code - with explaining the multi-party collaboration that went into developing the code. Therefore, CCMC organized training sessions for political and civic organizations on effective code of conduct outreach with CEPPS/NDI's assistance. These sessions greatly benefited from the television broadcasts explaining the tenets of the code, which were produced and financed by USAID's Office of Transition Initiatives (OTI) and broadcasted on nationwide television stations ORTM and Africable. During the implementation of the program, local CCMC chapters played a convening role that brought parties together and sought to encourage more parties to adopt the code.

In order to successfully monitor the provisions within the code, CEPPS/NDI worked with CCMC in November 2013 to produce video and radio messages in Bambara, French, Peul, Sonrai and Tamachek. The video was broadcast through ORTM and Africable. In the local community context, CCMC would broadcast radio messages in local languages ahead of inter-party dialogues encouraging citizens to follow the code of conduct and calling for peaceful elections.

After the 2013 presidential and legislative elections, parties' signatory to the Code of Conduct asked the CCMC to advocate for electoral and political reforms through the recommendations that were agreed upon by political parties. CCMC's main advocacy targets shifted from citizens and parties to the national assembly, national ministries, the National Independent Election Commission (*Commission Nationale Electorale Indépendante* – CENI) and the General Delegation for Elections (*Délégation Générale aux Elections* – DGE). As the CCMC met with the CENI and DGE regarding the RAVEC process or the National Assembly to advocate for the passage of the 30 percent gender quota law in elected and nominative office, it also raised the issue of sanctioning elected officials who change parties once in office, and introducing a legislative election system with proportional representation. CEPPS/NDI provided technical assistance and linked CCMC to other groups advocating on similar issues. The information that the CCMC provided the CENI regarding the RAVEC process helped identify areas that needed additional support during the verification process.

Pollwatching Training and Guides

From July 15 – 25, 2013, CEPPS/NDI held six multiparty trainings, which included a training for master trainers, for the presidential elections where 1,245 party members were trained. The training with master trainers was organized to support parties' independent efforts to organize and implement party pollwatching efforts nationwide. During the five other sessions, pollwatchers learned about their roles and responsibilities in monitoring the election process on behalf of their candidates and transmitting results to their respective headquarters. CEPPS/NDI always collaborated with CCMC during these trainings by inviting the local branch to lead a module on the code of conduct. CEPPS/NDI provided pollwatchers with 1,200 guides, which included updated information on the roles and responsibilities of pollwatchers in accordance with the electoral law.

From November 14 – 21, 2013, CEPPS/NDI held five multiparty trainings for 1,425 party members ahead of the legislative elections. The training followed the same format as the ones held ahead of the presidential elections except that the trainings focused on legislative electoral

provisions and the guide was modified to reflect those changes. CEPPS/NDI provided 1,757 guides to 57 parties. Following the 2013 presidential and legislative elections, CEPPS/NDI assisted several parties to better organize and store basic contact information (i.e. name, gender, region, phone number) from pollwatchers' lists of party members from around the country by creating a party-specific Excel database. The database contained more than 900 members from more than 50 parties.

In March and April 2014, CEPPS/NDI held a series of consultations with representatives of political parties to learn how the parties planned to use the database, and what information they would find most useful. Using their feedback, CEPPS/NDI built a robust Excel database that parties can use for a variety of needs. The new database allows parties to include more detailed information about new members, such as their educational level and the date on which they joined the party. It allows the parties to filter members by their location, rank within the party, and/or position in a pollwatching mission, which will help parties better manage communications with particular subsets of members. In May 2014, 18 political parties received training on how to use and manage the new member database. CEPPS/NDI distributed an electronic copy of the database with all 50 parties that participated in the 2013 pollwatching effort.

Coalition of Women Party Members (Cadre de Concertation des Femmes des Partis Politiques - CCFPP)

In Fall 2014, at partners' request, CEPPS/NDI facilitated a discussion among gender quota law advocates, including the Coalition of Women Party Members (Cadre de Concertation des Femmes des Partis Politiques – CCFPP), REFEP and the Ministry for the Promotion of Women, Family, and Children, and provided advice to the ministry through the process of drafting the bill. Following the discussion, CEPPS/NDI provided on-going technical assistance to CCFPP as it refined its advocacy plan around the quota law and developed a four -year strategic plan. The support enabled CCFPP members to be ready to participate in discussions on the quota law with MPs. In September 2014, CCFPP, in collaboration with REFEP and the Ministry of Women's affairs, held advocacy meetings with National Assembly's committees and caucuses to share their advocacy document. On September 5, 2014, the groups participated and responded to questions during a legislative hearing organized by the Committee for Work, Employment, the Promotion of Women, Youth, Sports, and the Protection of Children to consider the gender bill.

CEPPS Objective 1.4: To enhance the ability of newly elected institutions to solicit and use citizen input (CEPPS/NDI)

National Assembly and Constituent Outreach

The newly elected members of the National Assembly were seated on January 22, 2014. On May 9-10, 2014, CEPPS/NDI held its first workshop, which was opened to all MPs but was attended by 18 members of parliament and 25 parliamentary staff members. Given that 85 percent of MPs are first-term members and the parliament had yet to receive any formal orientation training, the first day was a general overview of the principle functions of parliament, its role in the political process, and its external communication strategy. The second day was focused on international best practices for promoting citizen engagement in policy formulation using a range of

information communication technology (ICT) tools. Former Speaker in the Canadian House of Commons and parliamentary expert the Honourable John Bosley, M.P. led the presentation and subsequent facilitation during group sessions. During the group sessions, MPs and staff worked in groups to develop a plan to start a dialogue between MPs and citizens to increase constituent involvement in policy-making. MPs adopted recommendations for a wide variety of communications strategies, including radio and television broadcast, the publication of a journal of legislative proceedings, and the organization of regular meetings with civil society. In a follow-up meeting with four personnel of the National Assembly's communications department on May 14, 2014, CEPPS/NDI staff and Mr. Bosley discussed their plans to implement the priorities raised in the workshop.

In collaboration with the National Assembly's administrative leadership, CEPPS/NDI held individual meetings with four legislative committees – law, defense, communications, and external affairs – from May 12 – 14, 2014 to discuss specific strategies for public outreach, and the committee's particular communications priorities. CEPPS/NDI was invited to hold these sessions by the different committee leadership because of Mr. Bosley's extensive parliamentary and international experience. Mr. Bosley opened the sessions with a short presentation of public outreach strategies from other countries, including holding hearings outside the capital, developing a roster of experts and civil society groups that are relevant to the committee's mandate, and soliciting citizen input via online sources and the media. The individual committee consultations allowed Mr. Bosley to share information specific to the needs of each committee, building on the tools and strategies discussed during the workshop. The committee members shared some of the challenges they face in communicating with the public, including a busy legislative schedule, a lack of office space for public meetings, and a lack of staff support.

CEPPS/NDI worked closely with the National Assembly's communications department to design a communications strategy that would encourage more communication from the institution and MPs to citizens about the National Assembly's work. The program was named "Parliament at Home (*Parlement chez vous*)" and allowed members of parliament to explain the work of parliament to citizens, interact with experts and civil society members and respond to questions submitted by audience members. The National Assembly's administrative leadership and the communication department chose the theme to discuss and the MPs and civil society representatives who participated. CEPPS/NDI and the communications department staff held a preparatory meeting with the participants ahead of each taping to explain the format and explore the theme. The episodes were produced and broadcasted in partnership with the network of private radio and television stations (Union des Radios et Televisions Libres du Mali – URTEL), and the Office of Radio and Television of Mali (*Office de Radio diffusion-Télévision du Mali* – ORTM). Ahead of each recording, the radio program's monitoring committee met to confirm the theme of the episode; agreed on the language for the introductory jingle and the location for recording. The theme was then posted on the National Assembly's Facebook page and shared with radio stations affiliated with URTEL and ORTM. Audience members sent in their questions by phone, letters or posted them on the National Assembly's Facebook page. The radio program's monitoring committee would review the questions and CEPPS/NDI would assist the discussants prepare their answers prior to recording the episode. From February – March 2016, the National Assembly produced and recorded four episodes which focused on the roles and responsibilities of the MPs; MPs obligation to report on the National Assembly's work to their

constituents; the statute passed on the opposition; and parliament's work in fighting corruption (see Appendix A for complete list of broadcasts). The episodes were broadcasted on ORTM's radio station and 21 URTEL affiliate radio stations in Bamako, Gao, Mopti, Kayes, Koulikoro, Ségou, Sikasso, and Timbuktu.

CEPPS Objective 1.5: To strengthen the capacity of the Election Management Bodies (MAT/DGE/CENI) through targeted technical assistance and training. (CEPPS/IFES)

High-level retreat of national election officials

From April 25-26, 2013, CEPPS/IFES co-hosted a high-level retreat with CEPPS/NDI for national actors on the preparation for the 2013 transitional elections. Participants included members of the Ministry of Territorial Administration and Decentralisation, and Planning (*Ministère de l'Administration Territoriale de la Décentralisation et de l'Aménagement du Territoire* – MATDAT), the DGE, the CENI), political parties, civil society, the Ministry of Defense, and the Ministry of Interior Security. During the retreat, participants discussed:

- Electoral Administration and Election Oversight;
- The Participation and Responsibilities of Political Parties in a Peaceful Electoral Process;
- The Responsibilities of Civil Society and Media in Elections;
- Mechanisms for Increasing Trust and Credibility of the Electoral Process and the Resolution of Conflicts; and
- The process of Reconciliation.

Ongoing technical assistance

From October to December 2013, in preparation for the November 2013 legislative elections, CEPPS/IFES provided ongoing technical assistance to the three electoral management bodies in Mali: the MATDAT, the CENI, and the DGE. This technical assistance was delivered through both formal and informal meetings, as well as through CEPPS/IFES' participation in three technical committees composed of members of the three Election Management Bodies (EMBs), international and local partners charged with coordinating the organization of elections (Training and administration; Outreach; Responsible for the transmission of election results). Upon request from the EMBs, CEPPS/IFES also participated in meetings of the steering committee on the electoral process. During these meetings, CEPPS/IFES provided advice to the EMBs – particularly the MATDAT – on the design of a comprehensive training program, the delivery of important messages concerning the electoral process via the media, and the development of a results transmission system intended to provide election results in a timely, accurate manner.

From January through March 2014, CEPPS/IFES continued to provide technical assistance to the electoral management bodies, particularly the Ministry of Territorial Administration (MAT)⁸, on a day-to-day basis. Prior to the February 26, 2014, postponement of the municipal elections, this assistance focused on preparations for the organization of the poll. As part of these preparations,

⁸ Formerly known as the MATDAT.

CEPPS/IFES met with MAT officials to begin preliminary preparations for the training of electoral agents for the municipal elections. CEPPS/IFES also continued to participate in the UNDP Support Project to the Electoral Process in Mali's (*Projet d'Appui au Processus Electoral au Mali* – PAPEM) regular technical committee meetings, which brought together representatives from the MAT, the CENI, the DGE and international technical and financial partners.

CEPPS/IFES also participated in the evaluation of the electoral process seminar, organized by the MAT in collaboration with PAPEM, on February 11-12, 2014, in Ségou. The seminar enabled participants to discuss the strengths and weaknesses of the 2013 electoral process and to provide recommendations in anticipation of the municipal elections. Some of the major recommendations resulting from the seminar included the need to revise the legal framework to allow for the use of new technologies in the transmission of election results; the need to improve mechanisms to combat fraud; and the need to decentralize and diversify communication budgets to enable election administrators to communicate with the public more effectively.

In July 2014, CEPPS/IFES received a request from the Ministry of Interior to provide support to the upcoming Administrative Census with Civil Status Vocation (Recensement Administratif à Vocation d'Etat Civil – RAVEC) process, particularly in terms of communications about the effort. CEPPS/IFES proposed a number of potential activities, including the preparation and mobilization of civic education caravans in twenty urban communes in Mali (discussed further below).

Printing of NINA card distribution guide

Ahead of the July presidential election, CEPPS/IFES printed 12,500 copies of a Guide on the distribution of NINA cards for the MATDAT. The guides were used by agents distributing NINA cards throughout the country.

Development and printing of poll worker guide

Also ahead of the presidential election, 20,000 copies of a Poll Worker guide were printed, distributed, and used by the MATDAT and trainers in the training of poll workers.

Development of training material and printing poll worker guide

As part of the preparations for poll worker training for the legislative elections, CEPPS/IFES met with officials from the MAT on October 12, 2013 to design a training program and determine the tools to be used to refresh the poll workers' capacity. Drawing on lessons learned from the presidential election, it was determined that more practical exercises were needed to correct weaknesses in completing polling day forms. During the meeting, CEPPS/IFES and ministry officials developed an agenda, a questionnaire and a practical case study to be used during the training sessions. In addition to this, a list of materials was drawn up, including results forms, tally sheets, the election law and other material the poll workers would work with on Election Day.

To support poll worker trainings, CEPPS/IFES printed 50,000 copies of the updated *Guide de l'Agent Electoral* (poll worker guide). PAPEM printed the remaining quantity to ensure each poll worker would receive a copy of the guide.

Technical training

Training for the Kidal administrative authorities

CEPPS/IFES supported the MATDAT in the organization of a workshop targeting election administrators and trainers from the Kidal region. The training, which took place on May 13- 14, 2013, focused on preparation for the July 2013 presidential vote and the Malian electoral process in general.

Recruitment of vote transmission agents

CEPPS/IFES participated in the activities of the Technical Committee for the Organization of the Elections, supported by the MATDAT and the DGE. Among others, this Committee was tasked with the transmission of vote results into an IT system to obtain secure data and accurately announce provisional result post-election. The Commission recruited approximately 60 technicians that were trained on the use of this system; CEPPS/IFES supported this recruitment for a test of the system which took place on June 15, 2013.

Training of NINA card distribution agents in the District of Bamako

From June 14-15, 2013, CEPPS/IFES recruited and trained agents 1,682 agents in charge of the distribution of NINA cards. The training sessions took place in the six communes of Bamako.

Trainings of trainers for polling agents – master trainers

On June 28-30, 2013, CEPPS/IFES trained 28 polling agents in a Training of Trainers (ToT) workshop. The agents subsequently conducted cascade trainings for prefects, sub-prefects, and their deputies.

Electoral administration training

CEPPS/IFES organized a workshop targeting local authorities in the regions of Mopti, Timbuktu, Gao and Kidal. This workshop, which took place in Mopti from August 21-23, 2014, brought together 27 participants (prefects, sub-prefects, administrative and legal advisors to governors, technical advisors to the Ministry of Territorial Administration, and the General Director of Territorial Administration) and focused specifically on the subjects of Electoral Administration and Electoral Technologies. Participants made a number of recommendations to improve the Malian electoral administration, including:

- enhancing the sustainability of the RAVEC;
- increasing the professionalism of the electoral administration body, and creating a single electoral management body;
- using electronic voting using machines adapted to the Malian context; and

- exploring the possibility of electronic vote transmission to speed up the process of announcing results.

Poll worker training

From July 8-10, 2013, CEPPS/IFES trained 28 senior staff of the MAT with the aim to deploy them to the regions to train the Prefects, the Deputy Prefects, and the Sub-Prefects to become poll worker trainers. The senior staff were immediately deployed to seven administrative regions and trained a total of 438 trainers. Those trainers carried out the training of the polling agents between July 15 –22. In the District of Bamako, 35 trainers were deployed where they trained all the polling agents who managed the electoral operations on July 28 and August 11. With CEPPS/IFES support, 10,900 poll workers were also trained in the District of Bamako. This training took place from July 15 - 25 July in all of the 6 municipalities of Bamako.

From October to December 2013, CEPPS/IFES assisted the MAT in training poll workers ahead of the legislative elections. CEPPS/IFES conducted a national training of trainers (ToT), and trained all poll workers in the six communes of the district of Bamako.

Recruitment and training of election results tabulation and transmission technicians

From July through September 2013, CEPPS/IFES provided technical and financial support to the technical commission of the Election Steering Committee in recruiting and training 59 IT technicians who were deployed to the 49 Cercles and the District of Bamako to help tabulate the election results into a pre-formatted Excel database and proceed to a safe transmission to the national tally center. This approach was unprecedented in Mali where election results were, until then, manually counted and paper documents were transmitted to the tally centers in sealed envelopes. The technicians worked with the Prefects and the Governor of Bamako during the first and second round of the presidential election. The experience was piloted by the Data Treatment Center and was a success in that it allowed a much faster tabulation of election results, and the transmission via internet also reduced the time usually dedicated to the physical transport of results from one point to the other.

Building resources in Democracy, Governance, and Elections (BRIDGE) training

CEPPS/IFES organized a BIRDGE training for 22 election officials in Mali from September 16 – 20, 2013. The workshop covered the following modules:

- o Introduction to Election Administration
- o Election Dispute Resolution
- o Gender & Election

Through the workshop, participants were able to build their capacity in electoral administration and increase their knowledge in a variety of other areas. The evaluation conducted of the BRIDGE training showed that 91% of participants reported that they had improved knowledge and competence on the subject of electoral administration, electoral dispute resolution, as well as new perspectives.

From March 31 to April 4, 2014, CEPPS/IFES conducted two BRIDGE training sessions. The first session was held in Sikasso from March 31 to April 4, 2014 on the topic of Political Finance. Twenty-six participants, including from the three EMBs, attended the training. CEPPS/IFES used this opportunity to conduct a live radio debate on political party financing.

The second BRIDGE session took place in Ségou from 12 to 15 May, 2014 on the topic of Voter Registration and Electoral Technology. The training gathered 31 participants among which 15 came from the three EMBs.

The training evaluations showed that 95% of the participants from the first session reported that they had increased their understanding of the topics covered, and 93% of the participants from the second session reported an increase in knowledge.

Capacity building on election administration for the Ségou prefects

During the BRIDGE session in Ségou, the Governor of the region formally requested a capacity building intervention for the Prefects of the region. CEPPS/IFES invited him to submit a formal written request and it was subsequently agreed that a training in Electoral Administration and Planning would be the most appropriate. The training session was carried out over a period of three days (June 17 – 19, 2014) in Ségou, and gathered all of the 14 Prefects and Sub-Prefects of the region.

Poll worker refresher training – national training of trainers

From October 19 to 22, 2013, CEPPS/IFES conducted 2 two-day ToT sessions, for 54 trainers, as part of the refresher poll worker training ahead of the legislative elections. The training emphasized the practical exercises that had been prepared for the poll workers. The training also focused on developing the trainers' pedagogical skills.

Poll worker refresher training – training of trainers for the District of Bamako

CEPPS/IFES conducted a ToT for 44 poll workers in the District of Bamako from October 30-31, which represented the second phase of the cascade-training plan. The training targeted trainers who had worked during the presidential election as well as other resource persons identified in partnership with the MAT and local Bamako authorities. The training covered the material the trainers would share with poll workers and also placed an emphasis on the delivery of training modules.

Transmission of election results

From October to December 2013, CEPPS/IFES participated in the committee responsible for the transmission and tabulation of election results. As during the presidential election, the committee opted to use a transmission system based on the use of an excel spreadsheet to be sent from electoral constituencies via the Internet, parallel to the transmission of hard copy results forms. CEPPS/IFES provided technical and logistical support to the committee in preparing the spreadsheets as soon as the Constitutional Court published the list of parties and candidates competing in the elections.

CEPPS/IFES also supported the committee in the recruitment of technical operators for the transmission of election results from the *Cercles* to Bamako. Of the 55 that had been recruited for the presidential election, 45 confirmed their availability. However, the committee still needed to recruit an additional 25 operators to replace those who were unavailable and to increase the overall number of operators to 66 (plus a reserve list) – in conformity with one of the recommendations/lessons learned from the presidential election. CEPPS/IFES supported the committee in testing potential operators from October 19-22. Once a final list had been agreed upon, CEPPS/IFES organized the training of the 25 newly recruited operators from October 28-31, 2013.

On November 14-15, 2013, CEPPS/IFES organized another training session bringing together all 66 technical operators to review the election results transmission system for the legislative elections.

Poll worker refresher training – training of poll workers in the District of Bamako

From November 7 to 16 2013, CEPPS/IFES organized 201 one-day training sessions across Bamako's six communes in preparation for the legislative elections. In total, 47 trainers conducted the refresher exercise in pairs – the 44 trained trainers as well as two CEPPS/IFES staff members and one official from the MAT who joined one of the teams. Each training session targeted a maximum of 60-70 poll workers who would staff Bamako's 2,173 polling places. The participants were grouped according to their neighborhood and polling place (five poll workers – the presiding officer and four clerks) to familiarize themselves with the people they would be working with on polling day. The vast majority of poll workers had worked during the presidential election and so the training focused on improving their skills and addressing weaknesses through the questionnaires, practical exercises and role-playing activities.

CEPPS/IFES trained 10,860 poll workers, representing 99.95% of the poll workers for the district of Bamako.

Refresher training for prefects and deputy prefects from the northern regions

On November 6, 2013, CEPPS/IFES organized a refresher training session targeting 20 prefects and their deputies from the regions of Gao, Timbuktu and Kidal. The aim of the training was to review the role and responsibilities of the prefects ahead of the legislative elections. Particular importance was accorded to logistical and security arrangements for the securitization of the electoral process in the northern regions of the country.

Training of polling center coordinators for the District of Bamako

On November 22, 2013, CEPPS/IFES, in partnership with the District of Bamako, organized a training session for the coordinators of the 130 polling centers in Bamako. The training covered a number of themes including logistical arrangements for the delivery and return of voting material; the transmission of results at the end of polling; and the role and responsibilities of coordinators. A total of 135 participants attended the session. Ahead of the second round of the

legislative elections, a second meeting was held on December 12-13 (two sessions) to discuss arrangements for the second round. A total of 126 participants attended the second session.

Coordination of SMS facility for the DGE

From October to December 2013, CEPPS/IFES assisted the DGE in communicating with voters by coordinating two SMS campaigns. The first campaign involved sending SMS messages to all cell phone users in Mali via the two operators (Orange and Malitel) to inform them about the exceptional revision to the electoral lists and their ability to transfer their residence. The second campaign was the re-establishment of an SMS platform that was used during the presidential election whereby voters could identify their polling place by sending a message to a special number.

Voter's orientation

One of the major issues during the first round of the presidential election was the orientation of voters, especially the illiterate electorate that always have difficulties in identifying their polling stations on Election Day. To address this issue, the DGE installed the voting lists per center and polling station onto laptops. The computers were equipped with scanners and agents were recruited and trained to scan the NINA cards and orient voters. The practice – where it was used – was a tremendous help, in particular for aged voters and women. However, the practice was not used in the majority of cities and polling centers during the first round, thus creating significant confusion and even chaos in some of the polling centers, which prompted some voters to simply go back home without voting. For the second round of the presidential election, CEPPS/IFES negotiated with USAID's Support Program for the Transition in Mali (*Programme d'Appui à la Transition du Mali – PAT-Mali*) to fund this scheme for the District of Bamako. A total of 370 orientation agents were deployed on Election Day, during the second round, where they helped voters identify their polling stations in a timely fashion, which contributed to preventing crowds in front of polling stations trying to spot their names on lists that were sometimes inaccessible.

Evaluation of the training of poll workers in the District of Bamako

CEPPS/IFES assisted the Office of the Governor of Bamako in conducting an evaluation of the performance of the polling agents during the presidential election. A one-day workshop was convened with all of the 28 trainers and the Governors' office senior staff. The participants analyzed the strengths and weaknesses of the polling agents' training in light of their performance. A number of recommendations emerged from the convening, including:

- o the need to constitute a database of potential polling agents to prevent the occasional appointments that are not always transparent in their nature;
- o The need to make support documents and electoral materials available to the trainers who can then organize a simulation of the vote with the participants during the training and also organize individual activities on how to fill out and complete electoral documents such as reports and tally sheets.

Joint evaluation of civil society groups' contribution to the electoral process

On September 12, 2013, CEPPS/IFES joined PAPEM and CEPPS/NDI to evaluate civil society groups' contribution to the presidential election. Specifically, the exercise aimed at evaluating the civic/voter education campaign. The exercise was needed for various reasons: the relatively high turnout of voters at the presidential election, but at the same time, the very high number of spoiled ballots during the first round of the presidential election, and the relatively high number of associations and CSOs carrying out civic/voters education in a rather uncoordinated fashion in many regions. The participants recommended that a manual of civic/voters education be developed and serve as a “compass” for all the actors, and also strongly recommended that donors make an effort to release funding in a more timely fashion.

Updating the electoral experts database

In 2013, CEPPS/IFES supported the creation of a database of electoral expertise in Mali to assist in planning for future elections. In future elections, the database will enable the Ministry to easily identify, recruit and deploy experienced personnel to conduct electoral activities such as training or operating polling places. The database contains over 86,000 profiles, mostly consisting of persons who served as poll workers during the presidential and legislative elections in 2013. From January through March 2014, CEPPS/IFES began additional work to improve the database and design a new interface. The new interface would make it possible for the wider public to enroll directly into the database, enabling additional persons to register their profile in the database from the MAT website homepage.

Evaluation of the performance of the polling agents

CEPPS/IFES, in collaboration with the Malian government's Electoral Process Support Unit (*Cellule d'Appui au Processus Electoral – CAPE*), conducted an evaluation exercise of the performance of presiding officers of various polling stations in the district of Bamako during the 2013 general elections. The aim of this exercise was to identify the best performers and retain them during the next municipal elections and also to improve the training of the next poll workers. The implementation of this evaluation took place in two phases: a pilot phase, which took place during the months of May and June 2014 in Communes IV and VI, and an operational phase that took place between October and December 2014. For the pilot phase, the evaluation consisted of examining 892 polling reports (*Procès verbal*) using agreed upon scoring criteria to minimize bias. Most of the evaluators were recruited from the government sector but CEPPS/IFES also engaged as consultants for a few days. The team collectively decided to gather 347 reports from Commune IV and 545 from Commune VI. The scoring system was based on the following three parameters:

1. Usability of the reports (how easy it was to extract information)
2. Quality of the report itself (have all the spaces that needed filling out been done correctly)
3. Accuracy of the information (numbers and percentages)

It was decided that Presiding Officers would need to score at least 30 points, out of 45, to be considered as an option for Presiding Officer in the municipal elections. All those scoring lower than 30 would go through a refresher training or simply not be considered for the position of

Presiding Officer, and if still interested, could still act as a simple polling agent. On the basis of the evaluation, it was agreed that 22 % of presiding officers needed to be replaced during the next elections or undergo a strong capacity-building intervention; 15% had a satisfactory performance; and 63% were judged “excellent.”

During the operational phase, CEPPS/IFES evaluated poll workers from six municipalities in the District of Bamako. This phase focused on the minutes from the polling stations in Communes I, II, III and V. Of a total of 1,269 assess polling station presidents, 722 of these (or 56.9%) met the minimum requirement for eligibility.

It was clear, based on CEPPS/IFES’ analysis, that approximately 43% of the polling station presidents did not sufficiently fulfill their mandates on Election Day. This deficiency was attributable to the recruitment selection employed for election officials, the involvement of politics to the detriment of objective reviews of candidate files, as well as the rushed nature of the recruitment, training and deployment of election officials.

CEPPS/IFES also reviewed the performance of poll workers from Commune VI and determined that 20% of presiding officers scored poorly; 11 % scored *satisfactorily*; and 69 % had an excellent performance.

Creating an IT platform for election supervision by the CENI

From January through March, 2014, CEPPS/IFES worked with the CENI to develop an IT platform to enhance the CENI’s capacity to effectively supervise the electoral process, particularly on Election Day. CEPPS/IFES met with the CENI’s IT department to assess the technological capacity of the body and to gain a better understanding of their procedures before beginning work on the terms of reference for the IT platform. In view of the CENI’s needs, CEPPS/IFES proposed the development of a cell phone based reporting system using USSD (Unstructured Supplementary Service Data) that would allow CENI delegates on the ground to send reports back to its headquarters at regular intervals, thereby enabling the CENI leadership to have an accurate, real-time picture of events on the ground on election day. The system would also enable the CENI to receive election results immediately after counting. Information would be relayed by electoral officials in the polling stations by telephone, and the platform will be managed entirely by the CENI. Following further discussions with the CENI, it was agreed that this initiative would take the form of a pilot project for the municipal elections. In July, CEPPS/IFES published a Request for Proposals for interested companies to bid for the right to develop the platform. CEPPS/IFES received a total of four offers, two from Malian firms. Iserv, a relatively young Malian organization, was selected. The implementation of a technological platform in the CENI began following a series of meetings held between the CENI, CEPPS/IFES and ISERV in January and February 2015.⁹

Review workshop for management guide of candidate and electoral agent applications

CEPPS/IFES assisted the Administration and Training Commission of the Piloting Committee of Elections to review and assess management guides for candidate and electoral agent applications

⁹ Additional information regarding this activity is continued under objective 1.1.

for the communal and regional elections. As a result of the postponement of the elections, the activity was only partially implemented. The first two days of the workshop, held on February 27 and 28, 2015, allowed participants to propose amendments to the two aforementioned guides. The third day was projected to address the assessment and ratification of these two guides and was extended to three days to definitively ratify the management guide for candidate applications for the regional and communal elections. However, upon the announcement of the postponement of Election Day, the workshop was not completed due to additional considerations that would play a role in the ratifications of the guides.

CEPPS Objective 1.6: To help communities reconcile in a democratically governed society (CEPPS/IFES) *Removed September 2013*

CEPPS Objective 1.7: To help support the legal and electoral reform process (CEPPS/IFES)

While no activities were implemented under this objective due to the July 2014 request from the Ministry of Interior to provide support to the RAVEC process, CEPPS/IFES prepared Terms of Reference for a workshop on Malian electoral administration reform.

USAID Objective 2: Increase Malian citizens' civic awareness and participation in elections through radio programs

CEPPS Objective 2.1: To strengthen citizen engagement and participation in the electoral process through widespread voter outreach. (CEPPS/IFES)

Civic and voter education campaign – training of animators

From May 24-June 21, 2013, in anticipation of starting its sub-grants program, CEPPS/IFES organized a training series for animators from various CSOs on the use of the Boite à Image, animation techniques, and practical civic education exercises.

Voter education

Stickers

As a means to sensitize a large number of people in the short timeframe before the first round of the presidential election, CEPPS/IFES printed and gave out 3,000 stickers with messages such as “Je vote, Je m ’assume” and “As-tu ta carte NINA? Ne laisse personne décider à ta place le 28 juillet.” This small-scale message campaign was successful in that one could observe a number of cars and motorcycles with these stickers around Bamako.

Community radio capacity-building

Refresher training for URTEL

As part of its support to the Broadcasting Union and Free Television of Mali (*Union des*

Radiodiffusions et Télévisions Libres du Mali – URTEL) for the transparent and effective media coverage of the 2013 Malian elections, CEPPS/IFES organized a refresher trainings session for six URTEL trainers previously trained by CEPPS/IFES. The session allowed participants to familiarize themselves with the MATDAT and Ministry of Communication's expectations in terms of radio reporting on the elections. Participants also discussed lessons learned and challenges from the past workshops to more successfully train radio animators this time around.

Training for radio animators in Sikasso, Ségou, Mopti, Koulikoro, Kayes, and Gao

From May 27-29, 2013, CEPPS/IFES organized training workshops for radio animators on the use of media in elections. These trainings took place in Sikasso, Ségou, and Sévaré (region of Mopti) with a total of 85 participants. The workshops consisted of presentations on the electoral process and capacity-building exercises on how to cover these elections in a peaceful, impartial, and transparent manner.

A second round of training workshops took place in the towns of Koulikoro, Kayes from June 4-6, 2013 and a third session in Gao (17-19 June). A total of 84 radio animators were trained.

Civic education conducted through sub-grants

In July 2013, CEPPS/IFES awarded seven subgrants to selected local CSOs to conduct robust civic/voters education campaigns in selected regions¹⁰: Association of Support to Self-Community Development (*Association d'Appui à l'Auto Développement Communautaire – AADeC*); Malian Federation of Associations of Disabled People (*Fédération Malienne des Associations de Personnes Handicapées – FEMAPH*); Agenda for Strengthening Good Governance and Promotion of Development Initiatives (*Agenda pour le Renforcement de la Bonne Gouvernance et la Promotion des Initiatives de Développement – Agenda*); Observatories of the Rights of Women and Children (*Observatoires des Droits de la Femme et de l'Enfant – ODEF*); Mutual Aid Association for the Intellectual Development of Malian Women (*Association d'Entraide pour le Développement Intellectuel de la Femme Malienne – ADEFIM*); Association for the Promotion of Women and Children in Mali (*Association pour la Promotion de la Femme et de l'Enfant au Mali – APROFEM*); and Advice and Support for Education at the Base (*Conseils et Appui pour l'Education à la Base – CAEB*).

¹⁰ Kita, Bamako, Ségou, Niono, Douentza, Bamako, Sikasso, Ségou, San, Gao, Timbuktu, Bougouni, Yanfolila, Kolondiéba, Kayes, Koulikoro, Mopti, Timbuktu, Bamako, Kolokani, Kangaba, and Koutiala.

The table below gives a summary of the subgrantees' achievements prior to the presidential election:

Subgrantees	Civic education sessions	Men Reached	Women Reached	Total number of participants directly reached
AADeC	76 sessions 9 debates 50 radio programs	4674	5,104	9,778
ADEFIM	12 radio programs 4 Public debates 104 face-to face sessions	38,725	47,800	86,225
APROFEM	323 face-to face sessions 10 training sessions for women	1,043	6,576	7,619
AGENDA	50 face-to face sessions 50 public debates 50 Sketches 9 radio programs	6,150	3,850	10,000
CAEB	200 face to face sessions 99 sensitization sessions 100 IEC activities	3,450	1,750	5,200
FEMAPH	83 face-to-face sessions	4,879	2,562	7,441
ODEF	1 training session for women 4 public debates 4 radio spots 1 live radio program	20	100	120

Total	126,383
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CEPPS/IFES also awarded subgrants to two CSOs to conduct longer-term reconciliation activities: Hearty Cry Collective (*Collectif Cri de Cœur – CCC*); and Association-New Initiatives Mali (*Association Nouvelles Initiatives-Mali – ANI-MALI*). The NGO Cri de Cœur’s program focused on peace and national reconciliation in the regions of Timbuktu and Gao. Despite numerous security constraints, Cri de Cœur was able to organize a number of dialogue meetings aimed at easing tension between the different communities at the heart of the tension in the targeted regions. Dialogue meetings focused on peace and reconciliation to ease tension between Arabs, Touaregs and Moors were organized in the following localities in the region of Timbuktu: Attwal; Tilal; Agounni; and Arouane. In addition, Cri de Cœur organized two meetings in Gao that each attracted 2,000 participants from youth groups, women’s organizations, traditional chiefs, civil society representatives, administrative authorities and MINUSMA.

The ANI-MALI program focused on peace and reconciliation in the Cercles of Youwaru and Ténenkou in the region of Mopti. During the second phase of their program, ANI-MALI implemented the following activities:

- In collaboration with local religious leaders, conducted 300 outreach sessions in mosques reaching 3,000 people.
- Produced three micro-programs focused on peace and reconciliation for broadcast on 3 local community stations. The micro-programs were broadcast 630 times during the reporting period.

CEPPS/IFES also awarded a subgrant to the West Africa Network for Peacebuilding (WANEP) for the printing and dissemination of a manual on the management of post-election conflicts; a publication initially produced by the WANEP regional bureau in Accra. The support given to the Mali chapter of WANEP covered a reprint of the manual, radio and TV programs to further disseminate the content of the manual, and a launching ceremony held on July 23, 2013 at the International Conference Center of Bamako, which was largely covered by the national media outlets.

Civil society face-to-face civic and voter education campaign

CEPPS/IFES awarded short-term fixed obligation grants (under \$5,000 each) to four CSOs to conduct civic and voter education sessions in Bamako, Kati and Kidal. The civic and voter education sessions took place from the beginning of November up until the eve of the second round legislative election on December 15, 2013. CEPPS/IFES reviewed the final reports submitted by the four organizations and analyzed the results obtained. The table below summarizes the number of persons reached:

Organization	Coverage area	Number of men reached	Number of women reached	Number of youth reached	Total

AMAN-DPS	Kidal	238	352	409	999
IMAGE	Bamako/Kati	1, 109	1, 024	1, 245	3, 378
A ton Appel Mali	Bamako/Kati	12, 868	11, 672	9, 849	34, 389
ASCM	Bamako/Kati	2, 961	2, 673	1, 021	6, 655
TOTAL		17, 176	15, 721	12, 524	45, 421

From October 2013 to March 2014, CEPPS/IFES' subgrantees continued to conduct face-to-face civic and voter education sessions in anticipation of the legislative and municipal elections. Once it became clear that the municipal elections would be postponed, CEPPS/IFES' CSO partners continued to conduct their activities with a focus on the following themes:

- Citizen rights and responsibilities in a democratic state;
- The roles and responsibilities of elected officials (executive, legislature and local);
- Decentralization;
- Participation and advocacy in local governance;
- The importance of official documents (birth certificates, NINA card, etc.); and
- The promotion of peace and national unity.

The following organizations were active on the ground: AADeC; ADEFIM; AGENDA; APROFEM; CAEB; and FEMAPH.

The table below summarizes the number of persons reached:

Organization	Activities	Number of men reached	Number of women reached	Total
AADeC	996 civic and voter education sessions using the boite a images; 53 community radio broadcast; 38 radio programs	17, 537	17, 141	34, 678
ADEFIM	89 civic education sessions; 7 civic education forums; 3 radio debates	25, 325	38, 700	64, 025
AGENDA	654 civic education sessions	38, 251	16, 320	54, 571
APROFEM	Training and information workshop on the electoral legal framework & tools to ensure gender parity; day of advocacy to promote the representation of women in political parties during the legislative	12, 124	21, 228	33, 352

	elections; and 182 face-to-face civic education sessions			
CAEB	981 civic and voter education sessions	16,669	14,188	30,857
FEMAPH	Training 40 leaders of Disabled Persons Organizations (DPOs); drafting a guide on making the electoral process more accessible; 261 civic and voter education sessions	5,285	2,724	8,009
TOTAL		115,191	110,301	225,492

RAVEC communication campaign

CEPPS/IFES supported communication efforts towards mobilizing citizens to participate in the RAVEC process. This work was conducted in four consecutive phases: from October 1 – 30, 2014; from November 1 – November 30; December 1 – December 15; and December 16 – December 31. CEPPS/IFES provided support in two phases.

Phase I

In this first phase, CEPPS/IFES organized public sensitization caravans in 19 of Bamako's 37 urban communes. The caravans were led by 12 of CEPPS/IFES' CSO partners. Given security concerns, CEPPS/IFES was unable to implement caravans in the city of Kidal. RAVEC activities also did not take place in Kidal.

From October 2-23, caravans were held in each of the municipalities over the course of three days. They were each led by facilitators from the partner CSOs, and the message focused on the following key points: (i) the goal of the RAVEC, (ii) the duration of the RAVEC, (iii) the individuals targeted by the effort and the required documentation to enroll, and, (iv) where the enrollment would take place.

Prior to the launching of the campaign, on September 30, CEPPS/IFES conducted a training of trainers for community animators from its CSO partners. The training covered the following points: (i) the importance, issues and the mobilization of the RAVEC; (ii) discussions on the enrollment forms; (iii) the planning and deployment of CSOs for the mobilization of citizens to participate in the RAVEC; and, (iv) the messages on the campaign itself. The messages discussed would target people missed in the previous RAVEC, namely women, youth, persons with disabilities and internally displaced peoples (IDPs). Twenty-eight individuals from 12 CSOs participated in this training.

Based upon discussions with partners and administrative authorities, it was determined that, as of October 14, 2014, the rate of enrollment in the Bougouni commune was as follows:

<i>N°</i>	<i>Category</i>	<i>Expected</i>	<i>Actual</i>	<i>Observations</i>
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		<i>enrollment</i>	<i>enrollment</i>	
1	New adults	63,198	375	Rate of enrollment = 0.59%
2	Previous omitted individuals	27,322	540	Rate of enrollment = 1.97%
3	It is estimated that only 3% of claims were processed			

Twenty-six (26) teams in charge of data collection had been deployed to Bougouni to implement the RAVEC. With two (2) individuals per team, and assuming an additional 5% to compensate for any absences, it is estimated that a total of 57 individuals were training from October 7-9.

The agents recruited and trained consisted of: former enrollment agents, technical degree holders, and individuals with the ability to type. The deployment of these agents encountered a number of problems related to the absence of their liaisons at the Ministry of Interior and Security. In places, sub-prefects and mayors were responsible for providing support to enrollment agents deployed in their areas. As of October 17, 2014, enrollment agents still did not have employment contracts.

In terms of technical provisions, of the expected 26 enrollment kits, 25 were received; three of these were not operational. In general, the state of the batteries in these kits, and the absence of other energy sources, resulted in a modification of the implementation methodology. Instead of mobile teams that could deploy to population centers to undertake enrollment, teams had to be fixed in specific locations, with the population having to go to these locations to be enrolled. Additional batteries, tablets or other type of equipment expected to help overcome the unexpected shortcomings were not received. Furthermore, the requirement of citizens to provide a birth certificate during enrollment also proved a significant obstacle.

Given these challenges, there was a clear need to extend the RAVEC until, at least, December 31, 2014.

Targets reached by the RAVEC caravans:

CSO	Municipalities	Males	Females	Total	Including young
ODEF	Koutiala	4,337	4,752	9,089	5,752
	Koulikoro	262	268	530	112
	<i>Subtotal ODEF</i>	4,599	5,020	9,619	5,864
AADeC	Douentza	1,082	1,349	2,431	-
	<i>Subtotal AADeC</i>	1,082	1,349	2,431	-
ADEFIM	Commune VI of Bamako	1,967	2,542	4,509	2,126
	Kita	1,514	2,089	3,598	1,747
	Kourouninkoto	452	897	1,349	701
	<i>Subtotal ADEFIM</i>	3,933	5,528	9,456	4,574

AGENDA	Ségou	3,446	5,607	9,053	7,653
	Kalabancoro, Kabala (Cercle de Kati)	5,042	5,430	10,472	8,856
	<i>Subtotal AGENDA</i>	8,488	11,037	19,525	16,509
APROFEM	Commune V of Bamako	17,160	25,626	42,786	32,694
	San	8,200	12,700	20,900	21,070
	Sikasso	32,403	43,685	76,088	45,305
	<i>Subtotal APROFEM</i>	57,763	82,011	139,774	99,069
A TON APPEL MALI	Commune III of Bamako	35,482	21,245	56,727	30,933
	Commune IV of Bamako	5,606	6,843	12,449	5,024
	<i>Subtotal A TON APPEL MALI</i>	41,088	28,088	69,176	35,957
ANI-MALI	Ténenkou	8,621	9,445	18,066	252
	<i>Subtotal ANI MALI</i>	8,621	9,445	18,066	252
IMAGE	Commune I de Bamako	236	296	514	259
	<i>Subtotal IMAGE</i>	236	296	514	259
FEMAPH	Commune II de Bamako	1,226	701	1,927	551
	<i>Subtotal FEMAH</i>	1,226	701	1,927	551
CAEB	Bougouni	1,058	1,410	3,718	1,250
	<i>Subtotal CAEB</i>	1,058	1,410	3,718	1,250
CRI DE COEUR	Timbuktu	711	842	1,553	1,261
	Gao	1,453	1,808	3,261	2,511
	<i>Subtotal CRI DE COEUR</i>	2,164	2,650	4,814	3,772
ADECOR	Kati	1,339	1,112	2,451	1,738
	<i>Subtotal ADECOR</i>	1,339	1,112	2,451	1,738
TOTAL		94,617	147,647	242,264	169,795

The *cercles* that recorded a relatively higher level of enrollment are those *cercles* that benefited from the awareness and information campaign implemented by CEPPS/IFES.

Phase II: Radio campaign for RAVEC

Following the extension of the RAVEC through December 31, 2014, CEPPS/IFES launched a communications and awareness campaign on 42 local radio stations throughout the country. Radio stations were selected on the basis of the RAVEC figures collected through October 30, and specifically targeted the parts of the country where enrollment rates were particularly low. Radio spots were produced and broadcast in French and in eleven local languages (Bambara, Bomou, Khasonké, Soninke, Senufo, Minianka, Sonrhäi, Fulani, Tamashek, Dogon and Bozo). The radio campaign was conducted through URTEL's network, with broadcasts beginning on December 8, 2014. Each radio station broadcast messages 45 times in their geographic languages.

Civic education conducted through service contracts

CEPPS/IFES signed two service contracts with youth groups to conduct a voter mobilization campaign employing animators who were trained by CEPPS/IFES.

A Ton Appel Mali is a coalition of youth movements that emerged during the political crisis with the aim to educate the youth and raise their awareness of the critical issues facing the country while working to find peaceful and lasting solutions. CEPPS/IFES signed a service contract for the conduct of a “door to door” civic/voter education campaign. The organization deployed 19 animators in 4 Communes of Bamako in August 2013; their campaign reached 8,445 citizens (3,620 men and 4,825 women).

Image is the second youth group CEPPS/IFES contracted to deploy 8 animators in Commune I in the district of Bamako. Image remained engaged for the 1st and the 2nd round of the presidential election and was able to reach out to 2,484 (1,183 men and 1,301 women) citizens during their campaign.

Presidential inauguration day special program

The new president was sworn in on September 4, 2013, and CEPPS/IFES thought to use the opportunity to debate the expectations, fears and hopes of Malian citizens vis-a-vis the new government. CEPPS/IFES initiated two other synchronized radio programs: prior to the program, journalists were tasked with interviewing ordinary citizens and recording their expectations. Fifteen interviews were carried out, edited and aired during the program and then debated by expert panelists. The aim of these programs was to create a new democratic culture of debate and exchange so as to set the stage of a continued engagement between citizens and their elected officials. The Inauguration Day special programs were conducted over 2 hours from 9 to 11 PM on September 4.

“22 golden rules for good citizenship”

On September 22, 2013, Mali was celebrating the 53rd anniversary of its independence. CEPPS/IFES used the event to sensitize citizens on their rights and responsibilities by developing a leaflet entitled “the 22 golden rules of a good citizen.” The number “22” was chosen due to the date (September 22). CEPPS/IFES also found an innovative way to distribute the leaflets: an opportunity was found in the Comedy show “Yelebougou” that was to be staged on September 22 at the International Conference Center of Bamako in a 3000 seat-hall. The approach used was to pass a sponsorship contract with the producer of the show, Fanaday Entertainment. The contract allowed CEPPS/IFES to distribute the leaflets to all attendants and also print banners with special messages. Three thousand, three hundred copies of the leaflets were distributed during the events, and an additional 1,000 copies were subsequently distributed.

Capacity building of civic education animators for the legislative elections

CEPPS/IFES organized 5 one-day training sessions for its civil society implementing partners on October 9, 10, 11, 17 (all in Bamako) and 19 (in Kita), 2013, on the legislative elections. The training targeted the animators of CEPPS/IFES’ subgrantees as well as the animators of additional organizations that were selected to receive fixed obligation grants to boost outreach

efforts for the legislative elections. In total, the training benefited animators from seven CSOs: ADEFIM; AADeC; the Malian Association for Raising Election Turnout (*Association Malienne pour le Relèvement du Taux de Participation aux Elections – AMRTPE*); AGENDA; IMAGE, APROFEM; and FEMAPH).

The training discussed the role and responsibilities of EMBs before refreshing participants' knowledge on the content of key themes such as citizenship, the governance system in Mali, and the importance of participating in the electoral process. The training also enabled the animators to become familiar with election laws and regulations related to the legislative elections. Finally, the training enabled CEPPS/IFES to further strengthen the animators' communication and pedagogical skills using the *boîte à image* toolkit.

In total, 118 animators participated in the five sessions before being redeployed to conduct face-to-face civic education sessions ahead of the legislative elections.

Civic education implementing partners institutional capacity building

From October to December 2013, CEPPS/IFES worked with its subgrantees to review and improve their technical reports from the presidential election. CEPPS/IFES worked with each partner on an individual basis to improve their narrative reports, the presentation of results obtained and provided recommendations to improve their data-gathering techniques. This technical assistance constituted part of CEPPS/IFES' efforts to strengthen the capacity of local CSOs.

Development of awareness-raising outreach material

From October to December 2013, CEPPS/IFES produced three different tools for distribution to raise awareness about the electoral process.

- **Flyers:** CEPPS/IFES printed 3,000 flyers about the legislative elections. The flyers contained information on the dates of the election, the importance of the NINA card and encouraged people to participate in the election. The flyers were given to CSO partners for distribution during their campaign as well as during the CEPPS/IFES coordinated caravans.
- **22 règles d'or flyers (22 golden rules):** CEPPS/IFES produced a flyer containing twenty-two golden rules to being a good citizen. These were printed in 5,000 copies and distributed to CSO partners for use during their face-to-face campaigns.
- **Large format stickers on the electoral process:** CEPPS/IFES produced 1,000 large format stickers containing messages encouraging people to participate in the electoral process. In total there were five different messages and these stickers were distributed to SOTRAMAs (inner-city minibuses) in Bamako and Sikasso and inter-urban buses to allow for greater visibility. Examples of the stickers are illustrated below.



Mobilization caravan in Bamako – first round legislative elections

In collaboration with five CSOs, CEPPS/IFES organized a mobilization caravan in the six communes of Bamako from November 17 to 22, 2013. The main objective of the caravan was to directly reach potential voters in the run-up to the election and raise awareness about what was at stake during the legislative elections, the importance of participating, the difference between legislative elections and presidential election, as well as to provide practical information on how to locate the polling place and how to mark a ballot.

CEPPS/IFES rented a SOTRAMA (inner-city minibus) and equipped it with a sound system. Each day, civic education animators (8-10 per team) from a partner CSO animated the caravan that targeted one commune per day. CEPPS/IFES also printed 300 t-shirts and 300 caps to distribute to citizens along with flyers (see above) and photocopies of the sample ballots for the relevant commune.

In total, the caravan reached 13,508 people (6,509 men and 6,999 women).

Mobilization caravan in Bamako – second round legislative elections

Immediately after the caravan ended, CEPPS/IFES held a debriefing session with its partners to gather lessons learned from the experience and formulate recommendations for any similar initiatives in future. Following a presentation on the caravan, PAT-Mali (OTI agreed to fund a similar caravan ahead of the second round election). From December 9-13, CEPPS/IFES, in collaboration with its CSO partners, coordinated another mobilization caravan in support of the second round legislative elections. The methodology used was similar to the first round, but with several differences:

- the caravan was enlarged to include Kati as well as the six communes of Bamako;
- the number of outings was multiplied in an effort to reach a greater number of persons; and
- the teams of 8-10 animators were divided into two groups during each outing. While one group animated the caravan, the other conducted door-to-door outreach encouraging people to participate in the elections.

A total of 68 animators conducted 30 outings in Bamako and Kati, and reached 60,999 people (29,983 men and 31,016 women).

Overall, the voter mobilization caravan was an innovation in Mali. Citizens appreciated the direct, nonpartisan approach to discussing the electoral process. The mobility of the caravan also enabled the animators to reach a large number of people in diverse zones of the target areas.

Voter mobilization through cultural events

Ahead of the legislative elections, CEPPS/IFES coordinated the organization of a series of cultural events funded by PAT-Mali (OTI) during the months of November and December 2013.

The first event was the organization of a play entitled “*Tanyinibougou*,” which was about a series of events taking place in the city hall of a fictional town of the same name. The play was a satirical interpretation of the governance problems that afflict Mali; in particular with regards to corrupt relations between citizens and their leaders. Despite being a comedy, a strong message transpired throughout the play, urging Malians to change their habits if they wish to develop their country. CEPPS/IFES coordinated the organization of two shows in Sikasso on November 21 and in Bamako on December 13, 2013. Approximately 70 people and 900 people attended the shows, respectively. Entry to the show was free upon presentation of the NINA card.

The second event was a series of public projections of all 17 episodes of the CEPPS/IFES produced “*Séko Vote*” (see below for more information). From December 9-14, one public projection was organized per commune. The projections were open to the public; 4,135 people attended (2,265 men and 1,870 women).

Civic and voter education media campaign

CEPPS/IFES conducted a diverse media campaign to inform people about the electoral process and encourage them to vote.

Production and broadcast of “Séko Vote”

From October to December 2013, CEPPS/IFES produced a television show entitled “*Séko Vote*.” The show consisted of 17 episodes starring Guimba, one of the best comedians of modern Mali. *Séko Bouaré* was a very successful comedy series in the 2000s, featuring a rural dweller that goes to Bamako determined to bring home his runaway wife (who fled with her boyfriend), and who faced numerous difficulties and suffers from ignorance. CEPPS/IFES worked with a local production company to revive the series and adapt it to the electoral process. In the adapted series, *Séko* learns about the RAVEC process and sees several people registering to vote. After much convincing, he registers and then collects his NINA card. *Séko* gets involved in political rallies; takes interest in life in a city; he even takes a keen interest in politics. He starts to question politicians, raise issues and even put up fights with those representing the state authority. From that point on, he wants to vote, and even presents himself as a candidate to be elected.

The series was broadcast on ORTM from November 20 to December 15, 2013 with each of the 17 episodes being broadcast soon after the news at eight (approximately one per day).

Video production and broadcast

CEPPS/IFES engaged FANADAY Entertainment to produce a sensitization video on the need to participate in political processes. A three-minute video was produced and broadcast on the national television featuring prominent Malian young comedians.

“Get out the vote” videos¹¹

CEPS/IFES produced messages working with celebrities: Seydou Badian Kouyaté, one of the founding fathers of the Republic of Mali; Cherif Ousmane Cherif Haidara, a prominent religious leader; Babani Kone, a music star; and Pen Z, a rap artist. These personalities recorded 30-second video messages calling on Malian citizens to get out, vote and stand by their political choices. The video messages were broadcast on national TV all through the presidential campaign period and on Election Day.

How to vote television spot

Upon request from the Ministry of Territorial Administration, CEPPS/IFES produced a television spot on the legislative elections. The spot featured a vegetable vendor, students, a farmer and an elderly man. They talked about how the legislative elections concern all Malians, why the choice of parliamentarians is important and finally they encouraged all citizens to participate in the electoral process. The spot was produced in both French and Bambara and was broadcast on ORTM in the week leading up to the first round of the legislative elections on November 24, 2013.

Televised debates on the electoral process

In October and November 2013, in collaboration with the ORTM, CEPPS/IFES participated in a series of televised debates entitled “*Les vrais enjeux*” (the real stakes) on the legislative elections. The debates lasted approximately one hour and involved 3-4 invited guests. The following themes were debated:

- Preparations for the legislative elections;
- The majority and the opposition in the National Assembly;
- The stakes for the legislative elections;
- The role of the parliamentarian;
- The role of civil society;
- Electoral delimitation; and
- Women in the electoral process.

Radio spots on transfers and the retrieval of NINA cards

From October to December 2013, CEPPS/IFES produced two spots for broadcast from October 21-30 on state radio in the run-up to the legislative elections. The two spots concerned the residency transfer during the exceptional revision of the electoral list and the retrieval of the

¹¹ These videos can be found on YouTube at:
<http://www.youtube.com/watch?v=OMCRWd9bfYg>
<http://www.youtube.com/watch?v=zmAe6Zeh4M8>
http://www.youtube.com/watch?v=c_xFdiwKrl4
<http://www.youtube.com/watch?v=Q0jcTTvYOSE>

NINA card. The spots were produced in five languages: French, Bambara, Peulh, Sonrhäi and Tamashek. Both spots were broadcast 49 times.

Radio debates

In the run-up to both rounds of the legislative elections, CEPPS/IFES organized and participated in five radio debates intended to inform the population about the electoral process and encourage them to vote. Each of the debates lasted approximately 90 minutes, with the first hour dedicated to debate between the panelists and the final half hour open to listeners' questions and comments. The following themes were discussed:

- debate in French on the separation of powers, the role of EMBs in the electoral process and the role of parliamentarians in the National Assembly.
- debate in Bambara on the characteristics of a legislative election, the importance of participating, why the diaspora cannot participate, the role of the National Assembly and the relationship between the Executive and the Legislature.
- debate in Bambara on relations between citizens and their leaders. This debate was funded by PAT-Mali (OTI)
- debate in Bambara on the low turnout in Bamako during the first round election, the need to increase participation in the second round, and how to avoid invalid ballots during the elections.
- debate in Bambara on the role of women in politics and decision-making instances and the importance of raising voter turnout ahead of the second round legislative elections.

Radio programs

CEPPS/IFES organized three live radio programs – one with Radio Guintan (July 18) and two with Radio Nieta (July 25 and August 9) – to discuss the distribution of the NINA Cards and the need for citizens to participate in the presidential election. CEPPS/IFES invited two CSO partners¹² at each one of the programs. After a 30 minute-debate with the host of the program, listeners were given the opportunity to call in and ask questions or comment on the subject matter.

CEPPS/IFES produced and diffused sensitization messages on 50 radio stations members of the URTEL network.¹³

CEPPS/IFES conducted a live election night synchronized radio program at the closing of the polls on July 28, 2013 to comment on the proceedings of the day, incidents, and the way electoral operations were handled, and also to analyze the preliminary results. Local correspondents from the regions filed reports during the program, which lasted over two hours.

¹² SOS Democracy (*SOS Democratie*); APROFEM; IMAGE; and Support Unit for the Electoral Process (*Cellule d'Appui au Processus Electoral – CAPE*).

¹³ Benkan, Fr3, Liberte, Jamana Bamako, Radio Kene of Sikasso, Foko of Segou, Jamana in Djenne, Jamana Mopti, El farouk in Timbuktu.

CEPPS/IFES invited experts from domestic observers groups, the MAT, independent political analysts, etc. on the show. The program involved 15 radio stations, some based in Bamako and others in the regions, namely Kayes, Koulikoro, Koutiala, Mopti, Sikasso, Ségou, and Kidal.

A second election night synchronized radio program took place on August 11 at the close of the second round of voting for the presidential election. The program was broadcast in Bamako, Kayes, Nioro, Koulikoro, Kati, Sikasso, Koutiala, Ségou, Djenné, Mopti, and Sévaré.

Espace Parlement

The *Espace Parlement* radio program began broadcasting on August 8, 2014. The program was recorded and broadcast each Friday at 6:15PM, and was 45 minutes long. A Facebook page was also created and dedicated to the broadcasts conducted.

The program “Grand Dialogue du Parlement” was designed in the framework of the overall monitoring activities of the National Assembly, and aimed to provide citizens with information about the Assembly’s activities (Parliamentary sessions, motions, adoption of bills, plenary sessions, etc.) and the role of citizens’ elected representatives. Guest speakers included government, political party, and civil society members. From October 3 to November 28, the program discussed the following topics:

- The possibility of the revision of the United Nations Multidimensional Integrated Stabilization Mission in Mali’s (MINUSMA) mandate;
- Understanding first Prime Minister Moussa Mara’s visit to Brussels;
- Announcement of the rupture of negotiations between the National Worker’s Union of Mali (*Union Nationale des Travailleurs du Mali – UNTM*) and the government;
- Audit Report of the Supreme Court on the purchase of the presidential aircraft and military equipment;
- Ebola;
- Algiers inter-Malian dialogue;
- Fight against terrorism in the north;
- Consultation on the synthesis of the Algiers document and the fight against corruption; and
- Security in the Sahel.

The Facebook page of the broadcasts had 300 “likes” as of December 31, 2014.

Monitoring and evaluation of the performance of the National Assembly

With the National Assembly was sworn in in January 2014, CEPPS/IFES published a request for proposals (RFP) for the implementation of a project to monitor and evaluate the performance of the National Assembly and the legislators. CEPPS/IFES received a total of eighteen proposals. CEPPS/IFES selected the Office of Study and Planning of Development Interventions (*Cabinet d’Etude et Planification des Interventions pour le Développement – CEPID*) to carry out the monitoring. Initial meetings took place between CEPPS/IFES, CEPID and the leadership of the National Assembly. Monitoring tools were designed and were under review by the Secretariat of

the National Assembly. In complement to this work, CEPPS/IFES was also finalizing the selection of a communication group/radio to produce and broadcast the *Espace Parlement* activity. However, this component of the program encountered difficulties. Following a hearing held on July 2, 2014 with the President of the National Assembly, an ad hoc committee was established, consisting of five administration officials, to work with CEPID and CEPPS/IFES to develop a consensus document as quickly as possible. Over the course of a half-dozen working sessions, the parties agreed to a document that took into account the requirements of the National Assembly, all while keeping to the original objectives of the activity. Following this, the document had to be validated by the National Assembly itself and required the approval of the National Assembly's President. However, at that point, the National Assembly retreated from the activity. While CEPPS/IFES advocated for the National Assembly to once again consider the consensus document and agree to the proposed activity, this advocacy was unsuccessful.

In November 2014, CEPPS/IFES did manage to include the official launching of the program on the National Assembly President's agenda; however, the launching ceremony did not take place due to discontent and protests within the National Assembly itself on an unrelated matter. CEPPS/IFES opted to cancel the ceremony to ensure that the launch would not be seen as tacitly supporting any one side in this internal matter.

Festival on the Niger, Ségou

The tenth edition of the *Festival sur le Niger* in Ségou took place from February 5 to 9, 2014. The festival took place under the theme of "Peace and National Reconciliation" and attracted over 19,000 visitors according to the organizers. As part of its civic education campaign, CEPPS/IFES, in partnership with its local CSO partner – AGENDA – operated a "Citizenship Stand" during the festival. The objective of the activity was to encourage citizens to participate in the municipal elections by highlighting the important role elected officials play in local development. Additionally, CEPPS/IFES sought to underscore the role citizens can play in the management of their communities beyond participating in the electoral process. CEPPS/IFES reached 2,884 persons (1,339 men and 1,545 women).

International festival of Sélingué

CEPPS/IFES, in collaboration with its local partners AGENDA and APROFEM, operated another "Citizenship Stand" during the third edition of the International Festival in Sélingué from March 28-30, 2014. CEPPS/IFES also held public screenings of *Séko Vote* and *Tanyinibougou* – two productions that emphasize the importance of choosing elected officials wisely – and organized a caravan targeting the town of Sélingué and its surrounding villages. Following the postponement of the municipal elections, the main objectives of the activity were to focus on issues related to decentralization and how citizens can participate in local development. CEPPS/IFES reached 4,583 persons (2,181 men and 2,402 women).

CEPPS/IFES-led civic education campaign

In April 2014, CEPPS/IFES signed a contract with the *Groupe de Recherche Action sur la Démocratie et les Systèmes Electoraux* (GRADSEL), based in Niger, for the group to produce 250 kits of the municipal elections' version of the Democrapoli game – invented and promoted

by GRADSEL – using the District of Bamako as a model for municipal elections.¹⁴ After developing the content of the game, GRADSEL trained 24 animators on how to play the game and use it as an educational tool.

CEPPS/IFES organized two public demonstrations of the game – the first one of which was held on June 17 at the Faculty of Law and political Sciences within the University of Bamako. The event gathered faculty members and 200 students. After the demonstration, both teachers and students proposed a future partnership with CEPPS/IFES, which would include further training on civic education – specifically with use of Democrapoli – to better understand and adapt the game to their environment.

On June 21, there was a more official launch of the Democrapoli game, which also consisted of a public demonstration. The demonstration explained how the game is played – and used as an education tool – ahead of the municipal elections. The demonstration featured a “life-size” version of the game with actors to simulate each of the election stakeholder roles. Several actors from civil society partner groups were involved in the event and played roles such as candidates, polling agents, security officers, members of the Judiciary, Election Commissioners, etc.

The ceremony was attended by the USAID Mission Director; representatives from the Ministry of Interior; Ministry of Women, Children and Family; the Consul of Niger in Mali, and representatives from PAPEM, DGE, and CENI. Additionally, civil society partners mobilized a wide range of citizens including persons with disabilities, students, and women’s groups.

Democrapoli was presented by its author Mr. Ibrahim Issiaka before the game was played and actors were left to perform. At the end of the public demonstration, kits were distributed to partners from civil society. Beneficiary groups included eight of CEPPS/IFES’ civil society partners and also several youth and women groups in the district of Bamako.

The kit was also presented at the US Embassy during a meeting held by the US Ambassador on July 21, 2014 for students participating in an “English Conversation” program.

CEPPS/IFES also conducted a number of demonstrations of the kit:

- in Kita on September 24, 2014, to 101 participants (57 men, 39 women);
- in Kati to 90 participants (65 men, 25 women) on September 27, 2014;
- in Koulikoro on October 24, 2014: a workshop on *Democrapoli* was conducted by ODEF (*Organisation pour le Droit de l’Enfant et de la Femme*), and registered 113 participants (51 men, 62 women); and
- In Bougouni on December 13, 2014: a workshop on *Democrapoli* was conducted by CAEB (*Conseils et Appui pour l’Education à la Base*), and registered 124 participants (93 men, 31 women).

On January 29, 2015, an unveiling ceremony for Democrapoli was held in the Department of Public Law in the University of Bamako. 203 people attended the ceremony. A few days later,

¹⁴ In July 2014, due to the overwhelming popularity of the game, CEPPS/IFES ordered an additional 350 kits for Bamako and 10 other municipalities: Bougouni, Sikasso, Koutiala, San, Mopti, Ségou, Koulikoro, Kati, Kita and Kayes.

on January 31, a distribution ceremony was held, attracting 105 participants. A third distribution ceremony was held on February 19, attracting 118 attendees.

Brochure on parliamentary procedures

From July through September 2014, CEPPS/IFES prepared a series of workshops – in partnership with local civil society organizations – to disseminate a brochure on parliamentary procedures that it had produced.

In October-November 2014, CEPPS/IFES conducted workshops on parliamentary procedures in five regional capitals and in Bamako. Four hundred and eighty-eight participants attended the workshops. The workshop enabled participants to review the original document, and add to it a section on work done by parliamentary assistants.

Boîte à Images

CEPPS/IFES developed tools for voter education activities to raise awareness in the lead-up to the 2015 regional and communal elections. In collaboration with a consultant, CEPPS/IFES developed a *boîte à images* series, an image-based methodology for voter education. Although originally projected to focus solely on voter education, in light of the election date postponement, the activity was expanded to address civic education on a broader scale. On March 5, 2015, CEPPS/IFES hosted a collaboration workshop to review the first draft of the *boîte à images*. The workshop gathered together local CSO partners and the coordinator from the Committee for Support to the Electoral Process, representing the Ministry of Territorial Administration and Decentralization.

“Know your candidate”

The implementing framework for this activity was developed between January and March 2015. It would consist of a card game consisting of several questions to ask candidates so that citizens better understand the candidates and their platforms. The implementation of this activity would begin approximately two months before the elections. However, due to the postponement of the municipal elections, CEPPS/IFES was unable to implement this activity.

CEPPS Objective 2.2: To build the capacity of community radio animators to carry out election-related activities in support of a transparent and peaceful transitional electoral process (CEPPS/IFES)

Journalist training on media and elections

At the request of the U.S. Embassy in Bamako, CEPS/IFES conducted a training session for 33 journalists on the topic of “Media & Elections” on July 5 -6, 2013. The objective of the training was to equip participants with the necessary skills and the understanding of the electoral process as to allow them to carry out their reporting. The topics discussed included:

Radio animator training on elections

On November 7, 2013, ahead of the legislative elections, CEPPS/IFES, in collaboration with the MAT, organized a training session on the electoral process, intended to strengthen the capacity of local language animators (television and radio) from the state-run broadcaster, the Office of Radio and Television of Mali (*Office de Radiodiffusion Télévision du Mali – ORTM*). Twenty-one animators attended the training. The main objective of the training was to improve the animators' coverage of the electoral campaign and the electoral process, and consequently, to ensure that the public benefited from accurate information. Some of the themes covered during the training included:

- Information on the Malian electoral system;
- Journalistic ethics;
- Ensuring equal coverage of political parties and candidates;
- Covering the electoral process in an independent, nonpartisan manner;
- Interview techniques; and
- Security.

Onsite mentoring for community radio stations

Building on the training of community radio stations conducted in 2013, CEPPS/IFES mentored the radio animators that benefited from the initial training on how to report on/cover the electoral process. The objective of the mentoring process was to check up on the beneficiaries; see how they have put their newly acquired skills to use; and work alongside them to further refine their coverage.

From January to March 2014, CEPPS/IFES deployed two expert mentors to work alongside the radio animators. During this period, 16 animators from 16 different community radio stations benefited from the mentoring in Bamako, Moribabougou, Koulikoro, Banamba, Kati, Koutiala, Bougouni, Kadiolo and Sikasso.

USAID Objective 3: Improve voter access for internally displaced persons and returning refugees in Mali's legislative and municipal elections

CEPPS Objective 3.1: Build the capacity of nonpartisan election observation groups and political parties to monitor the participation of IDPs and recently returned refugees in Mali's legislative and local electoral processes (CEPPS/NDI)

Ensuring Internally Displaced Persons' right to vote

One of the most disastrous consequences of the violent conflict that overtook Northern Mali in 2012 between the GoM, armed rebel groups and terrorist groups, is the displacement of 450,000 refugees and internally displaced persons. These individuals were unable to participate and vote during the 2013 presidential elections. Ahead of the 2013 legislative elections, CEPPS/NDI organized a workshop in Bamako for 32 political parties, four civil society organizations, CCMC and members of the media on how to promote and monitor the participation in the registration and voting process of internally displaced people (IDP) and recently returned refugee populations. Participants agreed to assist IDPs and refugees identify where they could vote and

work with the local authorities to help them receive new voter cards. In January 2014, CEPPS/NDI organized a post-election workshop for eight political parties, the CCMC, and the CSO Malian Association for the Increase of the Participation Rate in Elections (*Association Malienne pour le Relèvement du Taux de Participation aux Elections* – AMRTPE) to assess whether IDPs and refugees successfully participated in the registration and voting process as observed in Bamako. Participants noted that through efforts from EMBs and CSOs, IDPs received voter and polling information ahead of the elections. The EMBs put in place a system to allow IDPs or returned refugees to transfer their registration from their original constituencies to their new temporary homes. More than 9,000 voted during the legislative elections in Bamako. However, many political party members argued that there were insufficient controls to ensure that this system was not abused. They believed many non-IDPs from other districts re-registered in areas where they could impact the election. Also, participants observed that there was no mechanism in place to allow refugees outside of the country to vote. In terms of recommendations, participants asked the EMBs to update registration guidelines to ensure the revision of the voter rolls is monitored to prevent fraud. Party leaders and the MAT were asked to have an open dialogue regarding the participation of IDPs and refugees in local elections.

CEPPS Objective 3.2: Revise the legal framework to enable IDPs and returned refugees to vote. (CEPPS/IFES)

Electoral Law Commission meeting

From April 8-11, 2013, CEPPS/IFES organized a meeting for a Commission – put in place by the MATDAT – to modify Mali’s electoral law. The Commission’s mandate was to identify texts and sections in Malian electoral law that need to be modified or revised with regards to new challenges that were present in the 2013 election cycle (such as use of a biometric register, participation of refugees and Internally Displaced Persons, and other logistical or regulatory issues). During the meeting, participants developed ideas and recommendations on reforms to the electoral law that could be proposed to the Malian government and National Assembly.

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USAID Objective 1- Regional and Communal Elections Support: Assist the government of Mali to plan, manage, and execute regional and communal elections, ensuring robust citizen participation and oversight.

CEPPS Objective 1.1: To strengthen the capacity of the Elections Management Bodies through targeted technical assistance and training (CEPPS/IFES)

Poll Worker Training

Given the need to organize partial legislative elections in commune five following the death of the commune’s deputy in February 2015, the Governorate of the District of Bamako, directly responsible for the organization of this election, approached CEPPS/IFES with a formal request to support the training of its electoral agents.

The training was held from May 23 – 28, 2015. This five-day training enabled District authorities to compensate for any tardiness or to replace absentees. Following the first round of the election, CEPPS/IFES and CEPPS/NDI drafted a joint note on the challenges witnessed during the electoral process, and shared this document with the PAPEM in an effort to jointly encourage an improvement in future elections.

Training of master trainers of poll workers

Prior to the postponement of the municipal elections, the CENI held a training for 30 national-level master poll worker trainers from August 31 – September 1, 2015, in Selingué. CEPPS/IFES participated as observers in this training funded by PAPEM.

The training covered three main topics: the guide for the management of candidate files, the poll worker guide, and, how to manage results.

Creating an IT platform for the CENI's election supervision (continuation of objective 1.5)

A demonstration session of the system took place at the CENI's office on June 16, 2015, and recommendations were developed to improve the system.

CEPPS/IFES was invited to attend a capacity building workshop organized by the CENI for its regional and *cercles* offices; approximately 150 individuals from throughout the country participated in this workshop. This workshop took place from September 11-12, 2015 outside of Ségou and provided CEPPS/IFES an opportunity to present the IT Platform that had been commissioned through ISERV. The subject of the training was to strengthen the knowledge of local CENI members on the electoral process in light of the anticipated communal and regional elections. Topics covered during this training included managing candidate lists, how to calculate the number of seats allocated by list, the new features of the electoral law and the collectivities code, and the management of coupled elections.

Building Resources in Democracy, Governance and Elections (BRIDGE) Train the Facilitator Workshop

To capitalize on the knowledge gained during previous BRIDGE workshops conducted throughout the program, and further prepare Malian BRIDGE facilitators to lead future BRIDGE events, from March 14-25 2015, CEPPS/IFES organized a BRIDGE TtF in Ségou. Twenty-one members from the three EMBs, as well as members from CSOs who had previously benefited from modular BRIDGE workshops organized by CEPPS/IFES, participated in this training. Participants were able to strengthen their skills to conceive, organize and deliver workshops using the BRIDGE curriculum through group work and presentations. Following the training, the participants all received semi-accreditation certificates.

Modular BRIDGE workshop

From April 5-8, 2016, CEPPS/IFES organized a modular BRIDGE training aimed at further developing the capacities of EMB officials to better manage the electoral process. Twenty-three government and EMB officials attended the workshop. The BRIDGE training focused on:

- Strategic and Financial Planning: in this module, participants acquired planning and project management skills that underpin successful electoral endeavors. Likewise, this module provided foundational material for the operational planning thematic group of modules within the BRIDGE curriculum, and covers electoral architecture.
- Electoral Security: this module provided participants with the principles of security and election, including stakeholder mobilization and management. In addition, this module guided participants through the development of an electoral security plan.
- Electoral Training: this module provided participants with the principles of training, including how to conduct needs assessments, design training plans, develop training strategies, and arrange training logistics. Finally, the module provided participants with concrete training skills.

CEPPS/IFES staff and its international BRIDGE expert – Theophilus Dowetin – worked with three semi-accredited facilitators to implement the workshop¹⁵ who, following the workshop, received their full BRIDGE accreditation.

Popularization of the Malian Electoral Code

Following a request from the MAT, CEPPS/IFES printed and provided 2,000 copies of the Malian electoral code to the government. The government used the copies of the electoral code to reinforce the operational capacities of its electoral agents in charge of organizing the partial legislative elections in Baraouéli, which were held on July 17, 2016.

CEPPS Objective 1.2: To strengthen citizens engagement and participation in the electoral process through widespread voter outreach (CEPPS/IFES)

Support for civic and voter education outreach efforts

On June 16 and 17 2015, CEPPS/IFES held, through two partner civil society organizations (CSOs) – APROFEM and INITIATIVE A Ton Appel Mali – a series of information caravans focused on voter mobilization in commune five in the District of Bamako. Through the caravans, CEPPS/IFES reached 21,677 individuals (9,996 men and 11,681 women).

Decentralization/Regionalization workshop

On November 12, 2016, CEPPS/IFES convened a workshop with the CSOs selected to receive subgrants¹⁶ to: discuss revisions to the CSOs' proposals to make adjustments for the postponed c and regional elections; and increase their understanding of decentralization issues that would be included in their activities. Specifically, CEPPS/IFES asked the CSOs to remove the themes focusing on mobilization for elections and replace them with themes such as Mali's

¹⁵ Mamadou Diamoutani, the National Independent Election Commission's (CENI) President; Colonel Boussourou Dramé, the General Directorate for Elections' (DGE) Head of the Electoral List section; and Inna Bagayoko, USAID's Agreement Officer's Representative

¹⁶ AADeC; ASSOPROFEN; CAEB; ADEFIM; APROFEM; ADAC; ADICO; AND CARD.

decentralization process and, in particular, the regionalization process, which was a new concept that many citizens did not yet understand.

CEPPS/IFES Subgrants

In November 2015, CEPPS/IFES signed subgrants with eight local CSOs selected through an open call for proposals to implement a civic and electoral education campaign prior to the October 2015 elections. However, since the elections were postponed to a later date, CEPPS/IFES worked with the CSOs to redesign the content of their activities, as discussed above. Below is a table summarizing the projects implemented by the CSOs:

Organization	Intervention area	Objectives
AADEC	Circle of Douentza / Mopti region	<u>Global objective:</u> Contribute to the consolidation and strengthening of a participatory and inclusive democracy in the Douentza cercle (the Mopti region). Specific Objective 1. Improve inclusive access for populations in the 10 districts of the Douentza cercle to reliable information about democracy and regionalization processes in Mali, as well as the associated stakes. Specific Objective 2. Promote synergy between local actors in order to guide the democratic process, regionalization, and social cohesion.
ADAC	Circle of Kolondieba, Sikasso region	<u>Global objectives:</u> Contribute to the awareness campaign and to the promotion of citizenship in the cercle of Kolondieba in Mali. Specific Objective 1: Inform citizens about the electoral process in the Republic of Mali. Specific Objective 2: Inform citizens about the decentralization process, especially regionalization.
ADEFIM	Circle of Kita, Kayes region	<u>Global objective:</u> The general objective is to encourage the emergence of potential female candidates at the local and regional levels, ones capable of surmounting the various obstacles to access positions of responsibility. Specific Objective 1: Strengthen the capacities of

		ten (10) women's organizations and associations about local governance and democracy through civic education sessions. Specific Objective 2: Inform women's groups and increase their awareness about decentralization and the new provisions regarding regionalization.
ADICO	District of Bamako	<u>Global Objective:</u> Strengthen democracy and citizenship in Mali and ensure the mass and conscious participation of the population in the regionalization process instituted within the decentralization framework. Specific Objective 1: Increase the total collection of NINA cards from the current 40% to at least 50%. Specific Objective 2: Strengthen the information level of the population of the district of Bamako regarding the stakes of the decentralization and regionalization process. Specific Objective 3: Promote democratic governance through participation in the administration of public affairs.
APROFEM	Circle of Bamako and Circle of San/Ségou region	<u>Global objective:</u> Contribute to the strengthening of democracy in Mali through the emergence of the true citizen, the improvement of political participation and the representation of women. Specific Objective 1: Increase the level of citizenship and of population participation, especially amongst women, in the city's administration at the community level. Specific Objective 2: Increase the population's level of understanding on the new stakes of decentralization (regionalization) and the necessity to have women represented. Specific Objective 3: Inform and build awareness amongst the population of the V municipalities of the District of Bamako and the urban municipality of

		San through a large circulation of microprograms and a forum via broadcast radio.
ASSOPROFEN	District of Bamako	Raise mass participation of women and youth in the election of council members for the District of Bamako. Raise citizen awareness of the stakes of local elections, and of the participation of women and youth in elections as both voters and candidates.
CAEB	Circles of Bougouni, Kolondièba and Yanfolila/Sikasso region	<u>Global objective:</u> Increase the participation of populations from the 9 target municipalities from the cercles of Bougouni, Kolondièba and Yanfolila in local and regional elections through the IEC de masse. Specific Objective 1: Raise awareness and inform the population, more specifically women and youth, about the stakes of local and regional elections, the roles and responsibilities of those elected, the importance of the vote and peaceful elections, and the exercise of good citizenship. Specific Objective 2: Inform and raise awareness amongst the population on their roles and responsibilities within the process of local development.
CAR D	Circle of GAO	<u>Global objective:</u> Contribute to the promotion of a sense of civic duty within the Malian population through the implementation of information activities, of awareness raising activities, and of mobilization activities around the stakes of decentralization and of the regionalization taking place in Mali. OS1: Inform and raise awareness of citizens from the target areas about the stakes of decentralization and especially about the ongoing regionalization. Specific Objective 2: Get 80% of citizens to understand their rights and responsibilities within the democratic process from now until the end of the project.

Subgrantees	Activities	Men Reached	Women Reached	Total number of participants directly reached
AADeC	267 conversations ; 20 ♠♣○○◆■✕ ◆☒ ☐♠ ♠♠☐◆ ✕☐■♦ ☞■♠ ♠ ☐○○◆■✕◆☒ ♠✕♦♠◆♦♦✕☐■♦ = ☝☑☑ ☐☞♠ ✕☐ ☐☐☐♠☐☞ ○○✕■♠	43,346	44,089	87,435
ADAC	296 NINA card presentations; 10 balani (a sort of demonstration under the guise of a get-together, which tends to attract numerous citizens). shows	8,442	13,762	22,204
ADEFIM	4 civic education sessions; 50 public presentations; 3 forums; 10 radio programs	4,750	1,924	282,674 ¹⁷
ADICO	384 door-to-door civic education; 6 balani shows; 6 community caravans; 6 civic/voter education radio programs	5,148	6,667	32,663 ¹⁸
APROFEM	15 civic education sessions; 1 community forum; 1 microprogram radio broadcast	8,450	13,164	206,632 ¹⁹

ASSOPROFEN	22 awareness-raising campaigns; 6 mass sensitization sessions; 3 information/training sessions	5,308	17,810	23,118
CAEB	30 meetings ; 300 information, education, and communication sessions ; 150 interactive debates ; 249 radio messaging broadcasts ; 27 live round table broadcasts	132,502	181,319	639,821 ²⁰
CARD	8 civic education and citizenship days (caravans) ; 8 balani shows ; 10 educational debates in middle school and high schools ; 8 video projection sessions ; 120 educational debates ; 30 radio sensitization	3,363	2,754	76,117 ²¹
Total		211,309	281,489	1,370,664²²

Boîte à images (continuation of retired objective 2.1)

To better harmonize civic education tools, USAID proposed that CEPPS/IFES work with PAPEM on the production of the *boîte à image*, which would then be used by the sub-granted CSOs financed by PAPEM. CEPPS/IFES and PAPEM held a workshop on June 23, 2015 to validate a communication plan by the Elections Steering Committee, during which the images to be used in this tool were also agreed on. Following the workshop, PAPEM agreed to finalize the tool.

Democrapoli (continuation of retired objective 2.1)

²⁰ An estimated 326,000 citizens were reached through the radio programming.

²¹ An estimated 70,000 citizens were reached through the radio programming.

²² An estimated 877,866 citizens were reached through the radio programming.

In anticipation of the, at the time, upcoming local elections, CEPPS/IFES continued to conduct civic and voter education using the *Democrapoli* edutainment tool. CEPPS/IFES showcased and released the game in the following locations:

- Mopti (April 14, 2015); 116 individuals attended the session.
- San (April 15, 2015); 96 individuals attended the session.
- Sikasso (April 18, 2015); 118 individuals attended the session.

Popularization of “parliamentary procedures” / Brochure on parliamentary procedures

From January through March 2016, CEPPS/IFES held three parliamentary procedures information sessions in Kita, Bougouni and San. CEPPS/IFES chose the locations to coincide with CSO partners’ locations so that the CSOs could reach out to local groups and encourage their attendance. Eighty-five (85) participants attended both sessions in Kita and in Bougouni, and eighty-four (84) participants attended the session in San. CEPPS/IFES’ trainer discussed the Assembly’s regulations and also provided additional information on the way in which the National Assembly is formed.

Debriefing Workshop

On June 23, CEPPS/IFES held a debriefing workshop with the CSOs that it had partnered with throughout the program, namely: AADeC; ADAC; ADICO; ADEFIM; APROFEM; ASSOPROFEM; CAEB; CARD; AMRTPE; and FEMAPH. Eighteen CSO members attended the workshop. The aim of the workshop was to assess the activities that the CSOs conducted with subgrants from CEPPS/IFES, discuss the strength and weaknesses from their civic education campaigns, and recommendations for future campaigns.

The CSO members highlighted the following strengths from their civic education campaigns:

- The additional experience of conducting sensitization activities allowed them to gain a better capacity to conduct similar activities in the future;
- Citizens seemed better informed on the civic education themes discussed, such as: the importance of NINA (National Identification Number) cards; the importance of women’s participation in elections; the importance of, and the acquisition of, civil status deeds; and decentralization issues. As an example, following the CSOs’ activities, citizen statements included: “the NINA card is a more secure document, so I will take care of mine”; and
- Women in particular, attended many of the CSOs activities, which is key due to the barriers to political participation that Malian women confront (as an example, women only comprised 9.5 percent (14 of 147) of the Members of Parliament (MPs) elected to the National Assembly in 2013 – fewer than the 10.2 percent of women MPs in the outgoing assembly).

They highlighted the following weaknesses from their campaigns:

- Older citizens did not seem very interested in the CSOs' activities; and
- The radio animators did not have a strong grasp of the themes discussed during the CSOs animations, which hindered their moderation.

At the end of the workshop, the CSO members discussed recommendations for future campaigns, including:

- Increasing the radio animators' understanding of the themes discussed;
- Ensuring radio time to be able to take calls following the radio shows, to better evaluate the impact of the shows; and
- Working with local animators and supervisors to ensure a better outreach of the activities, and better manage the security risks in the zones where the activities are implemented.

CEPPS Objective 1.3: To build the capacity of domestic civil society organizations to monitor the local and regional electoral process and advocate for reform. (CEPPS/NDI)

Monitoring Electoral and Political reforms

The Consortium

In 2015, local elections were expected to take place in the fall. CEPPS/NDI continued to help The Consortium to prepare for the polls and improve its on-going political monitoring effort. In May 29, 2015 CEPPS/NDI provided training to 30 Consortium observers ahead of by-elections that were organized to replace a deceased MP representing Bamako's Commune V. The training covered observation and reporting techniques on Election Day. The observers were stationed at one polling station all day and observed the voting process and the polling center's environment. The by-elections helped the Consortium refine its observation and reporting techniques. It shared its recommendations based on observations like the improper display of electoral lists, the inability for certain citizens to vote because they were reassigned polling stations without being notified with by the EMBs. The Consortium called on political parties to be more involved in mobilizing supporters, develop policies and programs that address citizens' concerns, and comply with the code of conduct for political parties and candidates.

In preparation for local and regional elections that were scheduled for October 25, 2015, the Consortium finalized its observers' lists, communication plans, monitoring materials and methodology for long-term observation (LTO). Long-term observation focuses on monitoring how election stakeholders such as EMBs, political parties, civil society organizations and media address a list of pre-determined issues during the pre-election period through Election Day. Short-term observation is only the monitoring of the Election Day process. In August 2015,

CEPPS/NDI developed draft long-term observation forms based on discussions with the Consortium. In September 2015, the Consortium and CEPPS/NDI engaged an election observation expert from Tunisia, Mustapha Ben Zine, to work with the consortium in making its final preparations for the polls. Ben Zine assisted consortium members to review election-related texts including the electoral code and the code of territorial authorities, finalize the strategic plan for election observation and LTO methodology, and finalize long-term observation materials. When the government postponed the election date indefinitely, CEPPS/NDI shifted its programming away from election observation to supporting the implementation of the peace process.

Civil Society Advocating and Monitoring for the Implementation of the Peace Agreement

In order to encourage a more active participation of civil society in the monitoring and advocating for the implementation of the peace agreement, CEPPS/NDI worked with leaders of the Patriotic Movement of Mali (*Mouvement Patriotique du Mali* – MPM) to organize a civil society forum. The forum convened representatives of a broad spectrum of CSOs for a two-day session in Bamako in May 2016. The event enabled participating organizations to develop a joint articulation of civil society’s perspective on the government’s efforts to date in the implementation of the peace accord and, to issue a set of recommendations for how the government might improve the process. Participants created a working group of civil society organizations committed to observing, documenting and sharing information with the CNCA on the developments related to the peace accord’s implementation in communities across the country. Following the forum, CEPPS/NDI worked with MPM to organize a workshop for working group members to create a monitoring system, and develop an activity plan to guide the group’s efforts to track and report on the implementation of the peace agreement.

Political Reform

In the first half of 2015, CEPPS/NDI worked with Consortium members, CCMC, REJEFPO and the Network of Political Parties’ Youth of Mali (*Réseau des Jeunes des Partis Politiques du Mali* – RJPPM) separately to assist each group to map out an advocacy plan with objectives and major initiatives. The general objective of the plans was to advocate for reforms that could strengthen Mali’s political and electoral process. In August and September 2015, CEPPS/NDI brought the groups together to enable them to identify common priorities and ways they could combine their efforts to pursue joint objectives through a common advocacy strategy. The presidents of each organization held a conference call to discuss their advocacy priorities. During the call, they discovered they share five common reform priorities.²³ The groups subsequently continued their exchange to develop synergies in their advocacy strategies. In evidence of their efforts to complement and reinforce each other when their interests align, all four groups participated in the joint advocacy campaign to promote passage of the gender quota law.

²³ The five common reform priorities are recruitment of election agents, selection criteria to be included on a political party candidates’ list, requirement for head of candidates’ list, adoption and implementation of the quota law in government and elected positions, and the inclusion of women and youth in the implementation of the peace and reconciliation agreement.

CEPPS Objective 1.4: To enhance the capacity of political parties to represent citizens' priorities in campaign messages and platforms. (CEPPS/NDI)

Party Platform Development

CEPPS/NDI held 263 visits with regional political party leaders representing 34 political parties in Kayes, Koulikoro, Ségou, Sikasso and Bamako to follow-up on the policy platform development sessions and monitor their progress in developing platforms and campaign messages. CEPPS/NDI found that several parties developed issue platforms around water and sanitation, health, employment and education. Some of these parties were also actively participating in candidate nomination committees in urban and rural communes in anticipation of the Fall 2015 local elections. They were choosing candidates who aligned with the platforms they developed. The one-on-one sessions organized by CEPPS/NDI also provided regional leaders with possible strategies to use to strengthen communication between regional and national offices.

USAID Objective 2- Civic Education and Political Inclusion: Increased participation in political processes and decision-making. All Malians should be able to understand, support, and participate in Mali's efforts to reform various in sectors that include justice, decentralization, reconciliation, and the security sector. This participation should include historically marginalized groups, women, and youth.

CEPPS Objective 2.1: To strengthen the capacities of civil society organizations in the development and implementation of civic and voter outreach. (CEPPS/IFES)

Capacity strengthening for civil society organizations

On December 17, 2015, CEPPS/IFES trained its civil society partners on the use of the boîte à images. Fifteen representatives from CEPPS/IFES' eight CSO partners participated in the training, and each organization was given seven boîte à images kits. Participants gained a greater understanding of how to conduct sensitization/civic education activities, including: reformulating questions for participants when necessary; using referral texts to give participants additional information if necessary; and ending activities with one or two questions to ensure participants' understanding of key concepts.

CEPPS Objective 2.2: To increase the engagement of women and youth in political processes and decision-making. (CEPPS/NDI)

Political Party Youth Leadership

To follow-up on the outcomes of the leadership academies, CEPPS/NDI invited academy participants to come back in late 2014 and early 2015. A number of participants reported having discussed what they learned from the leadership academy with other youth members of their

parties. Some participants expressed that they have increased self-confidence as result of having participated in the academy with their peers from other parties. Others reported being promoted within their parties since the academy. CEPPS/NDI also used this session to advise the youth from each of the participating parties on developing an advocacy strategy to advance youth priorities.

From February – July 2015, CEPPS/NDI hosted periodic group discussions for young Malians in its leadership resource center. The goal for these events was to encourage young women and men to become politically engaged by sharing their views on a range of current topics, and to introduce those who attend to the reference library and the computer stations within the center. The topics discussed ranged from a youth analysis of the Algiers peace agreement, strategies to ensure better position of women on candidates' lists, and assisting a forensics team prepare for a debate competition.

On July 31, 2015, REJAPO formally changed its name to the network of young women leaders from political parties and civil society organisations (*Réseau des Jeunes Femmes Leaders des Partis politiques et des Organisations de la société civile* – REJEFPO). Through CEPPS/NDI's on-going coaching and strategy sessions, the network secured its official registration documents, reviewed its vision and mission statements, and adopted its 2015 – 2016 action plan. REJEFPO's vision is to be a network of experts on the economic, social and political emergence of the young women, that promotes leadership development and solidarity between women's organizations, youth networks, political parties and CSOs.

Advocacy on Gender Law

On May 30, 2015 CEPPS/NDI advised REFEP to map out and pursue a strategy to advocate for the legislative adoption of the gender quota law. Seven women MPs, two men MPs, and three representatives of MPFEF gathered to review the obstacles to the adoption of the bill and identified actions the ministry and supportive legislators could take to overcome the strong opposition within the National Assembly. MPs and ministry representatives then launched a targeted lobbying effort. REFEP and its male allies in the National Assembly organized meetings with parliamentary groups and political party leaders to explain the merits of the bill and answer questions and respond to objections. CEPPS/NDI also guided REFEP and the ministry in identifying and coordinating with civil society groups also committed to the quota law's adoption to promote the law within the legislature and among the general public. As result of these concerted and sustained efforts, the National Assembly adopted the gender quota law in November 2015.

In 2016, CEPPS/NDI supported the MPFEF to engage seven expert consultants to draft the implementation decree that must accompany a law to provide the specific procedures that will guide its application. When the draft was final and had been reviewed and approved by MPFEF in February, CEPPS/NDI assisted the ministry to organize a workshop for the bill's stakeholders, who included 44 participants (29 women and 15 men) representing: the National Assembly, REFEP, the Network of African Women Ministers and Parliamentarians (*Réseau des Femmes Africaines Ministres et Parlementaires* – REFAMP), REJEFPO, CSOs, political parties, the Malian Bar, and UN agencies. During the session, led by MPFEF, participants went through the

draft implementation decree and provided their feedback and amendments. Changes to the text included more explicit language on the types of elections that are subject to the law, in an effort to limit party list violations. They also asked MPFEF to ensure that the quota law is reflected in the anticipated revisions of the electoral law and the charter for political parties under debate in the National Assembly in September 2016. The ministry subsequently organized a similar session with interested MPs. MPFEF also organized a conference with 190 high-level members (135 women, 55 men) of the community, political parties and the press on the provisions of the gender quota law to raise awareness, respond to common misconceptions about the law, and unveil its communication strategy.

CEPPS Objective 2.3: To enhance the capacity of national legislators and other government institutions to interact with constituents on political reform and other priorities. (CEPPS/NDI)

National Assembly and Constituent Outreach

From April 18 – July 5, 2015, CEPPS/NDI continued to support the National Assembly’s communication department develop and produce six radio programs to explain the work of the National Assembly to the Malian public (see Appendix A for complete list). Each episode featured an MP who presented on the following topics: parliament and conflict resolution; the National Assembly and civil society; the role of the High Authority of Communication; the mission of the High Court of Justice; the National Assembly’s strategic plan; and the purpose of network of women parliamentarians. The MP then answered a series of questions that were submitted by radio listeners by calling the radio station and through the National Assembly’s Facebook page.

CEPPS/NDI also assisted the National Assembly organize three open forum events on site at the Assembly to enable MPs to interact directly with civil society representatives around a specific topic selected for each event: corruption, education and community health. All three events also involved representatives from the relevant line ministries. Each of the focused discussions between MPs, CSO representatives and ministry staff resulted in one or more specific recommendations for follow up action. For example, following the education and community health forums, MPs and CSO representatives agreed to create joint monitoring groups to link the responsible legislative committee to sources of expertise within civil society the committee can draw upon to inform future legislation. The education committee’s president subsequently submitted a request to the National Assembly’s president to obtain formal recognition of the group.

National Committee on the Coordination of the Peace Accord (*Comité National de Coordination de la Mise en œuvre – CNCA*)

In consultation with USAID/Mali, CEPPS/NDI provided support to the National Committee on the Coordination of the Peace Accord (*Comité National de Coordination de la Mise en œuvre – CNCA*) to present the committee’s mandate and priorities, provide an update on the government’s efforts to advance implementation of the peace agreement, and obtain recommendations on improving the implementation of the peace accord. The support included

the organization of one high-level consultation that was held in March 2016. During this meeting, the CNCA met with representatives from political parties, civil society, women's organizations, the media, technical partners and government institutions to promote a better understanding of its mandate, the peace accord and obtain recommendations on improving the implementation of the peace accord. This forum was followed by three workshops in Bamako, Mopti, and Sikasso. The purpose of these meetings was for the CNCA to engage regional authorities on in-depth conversations about the policy and institutional reforms that were going to be implemented as a result of the peace agreement including the composition and establishment of interim authorities in the North. The CNCA held one press conference to discuss the highlights of the high-level consultation forum and priority issues that the government needs to be addressed. CEPPS/NDI assisted the CNCA to reach out to citizens through the production and broadcast of five articles²⁴ of the peace agreement in Bambara, Tamachek, Fulani, Sonrai and Arabic. The 35 television messages explained the peace agreement in the form of questions and answers in order to demystify the document (see Appendix B for complete list).

High Council of Local Authorities (*Haut Conseil de Collectivités Territorial* – HCCT)

At the request of the High Council of Local Authorities (*Haut Conseil de Collectivités Territorial*- HCCT), with USAID's approval, CEPPS/NDI assisted HCCT to organize a workshop to help council members better understand the 2015 accord, its reform provisions, and the implications for the council. Discussions also addressed the mandate and role of the newly designated interim authorities. Participants made several recommendations to the HCCT and the Malian government including organizing similar sessions in regional capitals; providing incentives to encourage the consolidation of political parties around ideologies of the right, left and center to reduce the number of political parties; and conducting an awareness campaign to explain the role and reporting structure of territorial police prior to passing a law.

IV. RESULTS/ACCOMPLISHMENTS

During the life of this project, CEPPS modified its objectives twice. The following results are divided into two sections. The first section covers accomplishments from March 2013 – February 2015. The second section covers accomplishments made from February 2015 – June 2016.

MARCH 2013 – FEBRUARY 2015

USAID Objective 1: To reinforce progress towards a peaceful, active and stable political society by promoting reconciliation and participatory development

²⁴ The articles ask the following questions: who participated at the negotiation table?; what are the basic tenants of the agreement?; is there an official recognition of the name 'Azawad'?; what institutional structure does the agreement provide?; and will the agreement ensure the best representation of the Malian population within state institutions?

CEPPS Objective 1:1: To build the capacity of domestic civil society organizations to monitor the 2013-2014 electoral process (CEPPS/NDI)

Intermediate Result 1.1.1: Partners have enhanced ability to monitor the implementation of electoral reforms and the preparations and conduct of Mali's 2013-2014 elections

Indicator 1.1.1.1: Number of pre-election observation statements issued by the observation partner(s) that communicate objective and representative information on election preparations and campaign proceedings for the presidential, legislative, and local elections

- APEM issued one pre-election observation statement on July 20, 2013. Data collected was representative of the pre-election process in the country as a whole, and APEM's statement presented systematic, objective, and quantifiable information.
- APEM did not issue a pre-election statement for the legislative elections. Instead, its pre-election findings informed its Election Day statements.
- The Consortium issued two pre-election statements related to their observations of the RAVEC process, on October 31 and December 29, 2014.
- The Consortium released a statement on March 20, 2015 reporting the findings of its observation of the February electoral list verification period. The statement provides information from all regions but Kidal (where registration did not take place).

Indicator 1.1.1.2: The observation partner(s) uses an updated pre-election observation form to collect pertinent data for the 2013 and 2014 electoral processes

- Fifty APEM supervisors used an updated pre-election observation form to collect data on several key elements of the pre-election process, including the revision of the voters list at the communal levels; the posting of the draft voters list for public review and verification; the validation of presidential candidates by the Supreme Court; the delivery and pickup of NINA cards by registered voters; and the conduct its pre-election observation effort ahead of the legislative election.
- The Consortium used an updated checklist and critical incident form for its observation of the RAVEC process in October and December 2014.

Indicator 1.1.1.3: The observation partner(s) reports of progress, short-comings and incidents observed during elections preparations are based on objective evidence

- APEM's pre-election statement included a thorough analysis of the national electoral preparations, including an assessment of the updating of the voters list, the distribution of NINA cards, the candidate filing process, the electoral campaign, and the dispatching of electoral materials. The report also noted limited irregularities and shortcomings observed by APEM members, particularly with respect to the voters' list revision process. APEM observers provided reports about the campaign period and voter registration transfers from locations where it observed. This information appeared in its statement. The Consortium released a statement on the RAVEC process and two pre-election statements on the by-election in Commune V of Bamako. The statements relied

on information collected by consortium observers and included analysis of the publicly released RAVEC data.

Intermediate Result 1.1.2: Partners demonstrate capacity to conduct systematic and strategic election observation

Indicator 1.1.2.1: APEM's 2013 and 2014 observation strategy is consistent with international best practices in citizen election observation

- With technical assistance from CEPPS/NDI, APEM developed a 2013 observation strategy that was more systematic, strategic, and in line with international best practices than its previous election observation efforts. These include the deployment of stationary observers, rather or in addition to than mobile observers; rapid reporting on election day; the use of SMS reporting and the real-time mapping of observer-reported data; the consolidation and streamlining of APEM's internal communication structure; the introduction of strategic deployment into its effort; the consolidation of existing observer forms for more standardized and readily accessible data; and the mainstreaming of gender into its observation effort to more fully include women as observers and monitor women's participation in the polls. In a new approach to reporting and analysis, with technical assistance from CEPPS/NDI and OneWorld, APEM organized a rapid-response "command center" to coordinate Election Day reporting from its national observer network. The center consolidated information reported via SMS text messaging and mobile phones from the supervisors, which gave the network rapid response capability and allowed for timely publication of observation results.

The table below summarizes the methodological improvements that APEM implemented as a result of technical assistance received from NDI since 2011.

Summary of APEM Observation Methodological Improvements			
<i>Observation component</i>	<i>2009 APEM observation effort</i>	<i>2012 APEM observation effort (planned)</i>	<i>2013 APEM observation effort</i>
Number of observers deployed	400	1,000	2,100
Observation methodology	Mobile observers, visiting approximately 10 polling sites/day	Stationary observers, remaining in polling sites from opening to closing	Mixed – 1,500 stationary and 600 mobile, with mobile supervisors
Reporting speed	First statement issued three to four days after election day	First statement issued on election day itself, with an additional press conference the day after	Two e-day statements, additional press conference the day after
Reporting method	Paper-based reporting, forms sent to	Mobile phone reporting for immediate election day	SMS-based reporting for real-time reporting

	headquarters in Bamako one to two days after election day	transmission to headquarters in Bamako with paper-based backup	with paper-based backup
Internal communication structure	Observer → Regional supervisor → Secretariat → Database	Observer → Database	Observer → Database
Deployment methodology	Based on NGO membership, in urban centers only	Strategic deployment, covering a more representative selection of polling sites in urban and rural areas	Strategic deployment, covering a more representative selection of polling sites in urban and rural areas
Observer forms	12 pages, including observer checklist and final tabulation sheet; open-ended, write-in questions.	Seven pages, including observer checklist, critical incident report, and final tabulation sheet; questions adapted for rapid, call-in reporting.	Four pages, adapted for SMS
Integration of gender	30% quota for women observers	30% quota for women observers and inclusion of questions measuring women's participation on checklists	30% quota and inclusion of questions measuring women's participation

- APEM's observation strategy improved in late 2013 with the further adoption of international best practices. APEM deployed its observers taking into account the geographic distribution of polling stations and potential hot spots; systematically collected observer reports using SMS; appointed a dedicated deployment manager for the second round of legislative elections to maximize efficiency and ensure timely responses to observers' and coordinators' challenges; and used evidence-based findings to create election reports and statements.

Indicator 1.1.2.2: Number of APEM representatives participating in CEPPS/NDI's master trainer workshop for domestic observers in Bamako in advance of presidential, legislative, and local elections

- Fifty-six (56) APEM representatives, including 13 women, participated in the July 13 and 14, 2013 master trainer workshop to prepare for APEM's observation of the July 28 and August 11, 2013 presidential election. This surpasses CEPPS/NDI's target for this indicator of 50 participants. These representatives also worked during the legislative elections.

Indicator 1.1.2.3: Number of step-down trainings organized and led by APEM master trainers trained by CEPPS/NDI

- APEM conducted 48 step-down trainings in each of Mali's eight regions and in Bamako in advance of the presidential election. This is slightly under CEPPS/NDI's estimated target of 52, and reflects security and logistical difficulties faced by APEM in the region of Kidal. APEM organized 38 step-down trainings ahead of the legislative elections, led by master trainers whom CEPPS/NDI had trained ahead of the presidential election.

Indicator 1.1.2.4: Number of domestic election observers trained with USG assistance

- With long-term technical assistance from CEPPS/NDI and leveraging complementary short-term resources from other donors, APEM trained 2,100 citizen observers to monitor the presidential election.
- CEPPS/NDI trained 18 citizen observers to monitor the RAVEC process

Indicator 1.1.2.5: Number of domestic observers APEM successfully deploys to a pre-selected set of polling stations on Election Day

- APEM deployed 2,100 trained citizen observers to monitor the presidential election. Observers deployed to pre-selected polling stations, in both urban and rural areas, approximately in proportion to the number of polling stations in each region. Exact proportional deployment was not possible due to security concerns in the region of Kidal and the late release of the list of polling stations from the Malian government.

Indicator 1.1.2.6: APEM's Election Day observation statements draw directly from its analysis of observers' monitoring reports

- APEM's Election Day statements during the presidential election included analysis from geographically representative observer findings, collected in a strategic and credible manner throughout Election Day. APEM released six statements during the legislative elections (three per election round). The statements analyzed the Election Day processes from opening to closing and counting. The findings and recommendations in these statements are primarily based on an analysis of observers' electronic reports and include statistics.

Indicator 1.1.2.7: Percentage of APEM observers who submit completed observation forms to APEM headquarters on or immediately after Election Day

- During the first round of voting during the presidential elections, 1,636 of 2,100 APEM observers (78 percent) submitted SMS reports throughout the day. During the second round, this improved to 1,730 observers (82 percent). APEM had a response rate of 61.1 percent from its observers for the first round and 83.2 percent for the second round of legislative elections.

Indicator 1.1.2.8: APEM's guides, forms, and other materials are updated to reflect the 2013-2014 political/electoral context

- With technical assistance, APEM updated its 2012 observation forms to reflect the changed 2013 electoral context as well as its modified observation strategy. It shortened the observer forms in order to enable SMS reporting of observation data. CEPPS/NDI assisted APEM to update its observation materials for the legislative elections. The manual was updated with practical logistical and electoral information specific to the legislative polls. Observer checklists also were updated to include questions related to the gender of polling officials and any challenges that internally displaced persons and refugees faced in voting.

Indicator 1.1.2.9: Number of statements released based on APEM observer findings

- APEM released seven statements from July 28 to August 12, 2013. It also issued an intermediate statement describing its impressions of both rounds of voting on August 24, 2013. APEM released six statements (three per election) on their observation of the legislative Election Day processes. It also released one statement on the day before the second round of elections summarizing its findings from the first round.

CEPPS Objective 1:2: To enhance the capacity of parties to represent citizen priorities in campaign messages and platforms (CEPPS/NDI)

Intermediate Result 1.2.1: Parties establish the capacity to solicit and incorporate direct citizen feedback into the party's messages and platform

Indicator 1.2.1.1: Number of participants in town hall meetings throughout the country

- 1,667 participants attended town hall meetings held in Bamako, Bandiagara, Kayes, Kita, Koulikoro, Ségou, and San. The series of town hall meetings, one in each location, was held from September 2013 through July 2014.

Indicator 1.2.1.2: Number of political party town hall meetings held

- CEPPS/NDI organized eight town hall meetings from September 2013 until July 2014. One town hall meeting per site was held in Bandiagara, Kayes, Kita, Koulikoro, San, and Ségou. Two town hall meetings were held in Bamako.

Indicator 1.2.1.3: Number of total political parties participating in at least one town hall meeting

- From September 2013 through July 2014, forty-six (46) political parties participated in at least one town hall meeting.

Intermediate Result 1.2.2: Parties' campaign messages and political platforms reflect responsiveness to citizens' expressed priorities

Indicator 1.2.2.1: Number of parties whose 2013-2014 campaign messages are issue-oriented and reflect feedback received from interaction with citizens

- CEPPS/NDI staff members' observation of the 2013 presidential election (including an analysis of candidates' campaign literature, signage, media appearances, and public events) revealed that candidates' campaign messages and platforms were more issue-based than in the previous presidential election. The top candidates in the race, all of whose affiliated parties participated in CEPPS/NDI program activities, had publicly available platforms that they communicated through their websites, in public appearances, and through campaign materials such as brochures. For example, runner-up Soumaila Cissé touted his "GPS, or "grand plan Soumaila," which offered microcredit to youth and women. Dramane Dembélé from the ADEMA party outlined an annual 20 billion CFA fund to support women, and the election's eventual winner Ibrahima Boubacar Keita (IBK) emphasized security sector reform, national reconciliation, governance, and civic participation.
- To assess the impact of CEPPS/NDI's campaign message development training before the 2013 legislative elections, participants from 20 parties were asked what type of messages and slogans they had used in the legislative elections – all parties indicated that they had used messages addressing the specific needs of targeted voters along with their general messages that applied to everyone. Of those who said they had used targeted messages, 17 were able to list at least three of the specific needs that had been addressed.

Indicator 1.2.2.2: Number of parties that participate in CEPPS/NDI Win with Youth assessments

- CEPPS/NDI conducted Win with Youth assessments of 10 parties: ADEMA, ADP MALIBA, ASMA, CDS, CODEM, FARE, RPM, PARENA, UM RDA, and YELEMA.

Indicator 1.2.2.3: Number of party youth trained in leadership and other skills useful for party development

- CEPPS/NDI trained a total of 158 party youth (of whom 39.9 percent, or 63, were female) in leadership and other skills through its four leadership academies, with the following breakdown:
 - Bamako: 43 participants (18 women)
 - Mopti: 37 participants (14 women)
 - Sikasso: 44 participants (16 women)
 - Kayes: 34 participants (15 women)

CEPPS Objective 1:3: To enhance the capacity of parties to peacefully engage in the electoral process and in post-election reform (CEPPS/NDI)

Intermediate Result 1.3.1: Political parties use inter-party dialogue to work towards consensus on key political and electoral process issues

Indicator 1.3.1.1: Number of inter-party dialogue sessions held

- CEPPS/NDI hosted an inter-party post-election roundtable in Bamako with 37 political parties in attendance. Participants agreed on a series of reform recommendations ahead of the local elections. CEPPS/NDI hosted six inter-party dialogue sessions in Kayes, Mopti, Ségou, Sikasso, and Bamako.

Indicator 1.3.1.2: Number of post-election reform recommendations on which parties participating in inter-party dialogue sessions reach consensus

- Parties reached consensus on 19 post-election reform recommendations at the post-election roundtable in Bamako. Recommendations included that political parties continue to engage party activists between elections, train their supporters in acceptable behavior around elections, formulate specific policy platforms ahead of the local polls, provide financial support to women candidates, and place women and youth at the top of party lists for the local elections. Parties reached consensus on 127 post-election reform recommendations at the inter-party dialogue sessions (33 from Kayes, 33 from Ségou, and 61 from Bamako). At the national capstone session on reform recommendations, the participants agreed to a compiled list of 73 recommendations on several major themes: electoral reform (19), institutional reform (10), political reform (16), economic and social reform (7), gender reform (8), and peace and national reconciliation (13).

Indicator 1.3.1.3: Number of actions taken by the CCFPP to advocate for women's political participation

- CCFPP took five major actions which included:
 - o a joint advocacy plan with REFEP for promotion of the gender quota;
 - o written responses to formal questions and asking verbal follow-up questions during the September 5 hearing on the gender quota bill;
 - o a joint advocacy plan with the Consortium for electoral reforms that included a gender quota;
 - o signing the Consortium's advocacy document in support of a gender quota which was sent to commissions and caucuses within the Malian National Assembly; and
 - o advocating for the passage of the quota law during a meeting on November 20 with President Keita and the presidential majority. It also held meetings on the quota with parties in the Assembly from November 13 to 20, 2014 with complementary funding from the Netherlands.

Intermediate Result 1.3.2: Enhance parties' ability to use the code of conduct as a tool to constructively engage in electoral processes

Indicator 1.3.2.1: Number of political parties that participate in public commitment to the code of conduct

- A total of 49 parties signed the code of conduct during the implementation of this program.

Indicator 1.3.2.2: Number of events in which the interparty Code of Conduct Monitoring Committee participates

- The CCMC participated in 32 events where it raised awareness of its mandate, mission and activities. These events included preparatory meetings for civic awareness campaigns on the code of conduct in the regions of Mopti and Sikasso; party pollwatcher trainings in Bamako, Kayes, Koulikoro, Sikasso, Segou, and Mopti; political party training sessions in Bamako, Kayes, Mopti, Diema, San, Sikasso, and Ségou; workshops on the code of conduct in Bamako, Kayes, Koulikoro, and Ségou; town hall meetings in Bamako, San and Ségou; the CEPPS post-election roundtable; inter-party dialogues sessions in Kayes, Ségou, and Bamako; follow-up workshop on the participation of IDPs and refugees; and the policy development workshops in Bamako, Mopti, and Sikasso.

Indicator 1.3.2.3: Number of code of conduct brochures distributed

- CEPPS/NDI distributed over 31,000 code of conduct brochures to election stakeholders, government organizations, civil society organizations, political parties, activities' participants, CCMC, the Malian Center for Inter-Party Dialogue and Democracy (*Centre Malien pour le Dialogue Inter-partis et la Démocratie – CMDID*).

Other results

- The regional branches of the CCMC are engaged with their local communities to promote tolerance and peace. For example, after the Kayes event and in response to politically motivated, negative personal attacks broadcast on some local radio stations, the regional committee went on the radio to encourage peace and dialogue.

Intermediate Result 1.3.3: Enhance parties' capacity to engage peacefully in Election Day observation

Indicator 1.3.3.1: Number of Master Trainers trained who demonstrate the skills and knowledge to facilitate step-down trainings

- CEPPS/NDI trained 49 APEM master trainers for the presidential and legislative elections. The Institute also trained 2,621 party pollwatchers. Anecdotal evidence from parties suggests that the participants successfully transferred the training to other pollwatchers ahead of the elections. NDI trained 18 Consortium observers to monitor the electoral list verification period.

Indicator 1.3.3.2: Number of political party pollwatcher guides distributed to party representatives

- CEPPS/NDI distributed 2,957 copies of the political party pollwatcher guide. It also distributed 1,300 copies of pollwatching observation forms to participants.
- Statements from APEM as well as from international observation missions noted the widespread presence of party pollwatchers at polling stations across the country during

both rounds of voting during the presidential election. CEPPS/NDI's observation of the presidential elections revealed that many party members were using the forms and aide-memoire documents prepared by CEPPS/NDI and distributed during the party pollwatcher trainings. Several party leaders told CEPPS/NDI that they made additional copies of these useful documents in order to enable more of their party pollwatchers to use them to effectively collect, report, and analyze data coming from polling stations. CEPPS/NDI also visited the headquarters of several major parties on Election Day, and noted that they were actively entering and analyzing information received from pollwatchers deployed to polling stations across the country.

CEPPS Objective 1.4: To enhance the ability of newly elected institutions to solicit and use citizen input (CEPPS/NDI)

Intermediate Result 1.4.1: Members of the National Assembly and other relevant government bodies reach out to citizens to involve them in governance processes

Indicator 1.4.1.1: Number of national legislators and national legislative staff attending USG sponsored training or educational events

- CEPPS/NDI organized workshops for 21 national legislators and 25 national legislative staff on citizen outreach and national interparty priorities

Indicator 1.4.1.2: Number of interactive radio broadcasts in which MPs or other government officials discuss issues of relevance to constituents

- CEPPS/NDI worked with the Assembly and URTEL to determine the format and contract terms for the legislative radio program. By February 2015, three radio programs were broadcasted.

CEPPS Objective 1.5: To strengthen the capacity of the Elections Management Bodies (MAT/DGE/CENI) through targeted technical assistance and training (CEPPS/IFES)

Intermediate Result 1.5.1: Capacity of EMB in election administration is built and representatives from the EMBs have the necessary training and skills to administer elections

Indicator 1.5.1.1: Number of election officials trained with USG assistance

- 28 master trainers
- 438 second-tier trainers
- 10,900 polling agents in the District of Bamako
- 59 election results transmission technicians in the 49 Cercles and the District of Bamako
- 54 national trainers for poll worker training
- 10,904 national poll workers
- 135 polling center coordinators for Bamako ahead of the first round legislative election
- 126 polling center coordinators for Bamako ahead of the second round legislative election
- 20 prefects and their deputies from the northern regions on electoral operations

- 66 technical operators for the transmission of election results
- 28 election officials (representatives from the three Malian EMBs) through BRIDGE
- 14 Prefects and sub-Prefects in the Segou region on election administration
- 27 local authorities in Electoral Administration and Electoral Technologies

Indicator 1.5.1.2: Percentage of electoral officials indicating increased knowledge through IFES supported trainings

- In CEPPS/IFES' BRIDGE training on political finance, 95% of electoral officials indicated increased knowledge
- In CEPPS/IFES' BRIDGE training on voter registration and electoral technology, 93% of electoral officials indicated increased knowledge

Indicator 1.5.1.3: Number of pollworker training materials produced

- 50,000 copies of the *Guide de l'Agent Electoral*
- 30,800 copies of the polling agents guide printed and used for the electoral operations

Indicator 1.5.1.4: Number of recommendations identified through the post-election evaluation workshop for improving future elections

- Following the joint CEPPS post-election stakeholder evaluation roundtable, five main sets of recommendations (each between 3 to 14 individual points) were identified for improving future elections.

Intermediate Result 1.5.2: Communication and coordination between the EMBs is streamlined

Indicator 1.5.2.1: Number of inputs made to the Electoral Expert Database to improve coordination and communication between EMBS

- There are 86,000 inputs that have been made to the database.

Other Results

- Coordinated the establishment of two SMS facilities for information about the electoral list and polling place locations.
- Contributed to the recommendations of the MAT's election evaluation seminar
- Designed a new public interface for the electoral skills database for the MAT
- Developed terms of reference for the development of an IT platform for the CENI supervision of the electoral process
- CEPPS/IFES organized a review and ratification workshop for management of candidate and electoral agent applications

Indicator 1.5.2.2: Number of representatives from Malian EMBs benefiting from technical assistance on communication strategies

- No activities conducted under this indicator

CEPPS Objective 1:6: To help communities reconcile in a democratically governed society (CEPPS/IFES) *Removed*

- No activities conducted under this objective

CEPPS Objective 1:7: To help support the legal and electoral reform process (CEPPS/IFES)

- No activities conducted under this objective

USAID Objective 2: Increase Malian citizens' civic awareness and participation in elections through radio programs

CEPPS Objective 2:1: To strengthen citizen engagement and participation in the electoral process through widespread voter outreach (CEPPS/IFES)

Intermediate Result 2.1.1: Citizens become more aware and engaged in the electoral process and civic awareness is increased through voter education

Indicator 2.1.1.1: Number of individuals receiving voter and civic education through USG-assisted programs

- 402,296 persons via face-to-face education sessions through civic education subgrants
- 13,508 people through the organization of a voter mobilization caravan before the first round legislative election
- 60,999 people through the organization of a voter mobilization caravan before the second round legislative election
- Through its intervention during cultural festivals, CEPPS/IFES reached a total of 12,572 persons disseminating messages on decentralization, the electoral process and the role of citizens in local development.
- 854 citizens reached through the use of *Democrapoli* civic education tool
- 242,264 individuals were reached during the RAVEC awareness raising caravan campaign

Indicator 2.1.1.2: Number of public awareness activities conducted to enhance women's political participation

- Through activities implemented by ADEFIM and APROFEM, eight forums were organized to specifically enhance women's political participation
- Through the work of ADEFIM, one civic forum was conducted in Kassaro, which specifically focused on enhancing women's political participation in Mali.
- 2,084 awareness activities conducted by CSOs
- 39 awareness activities in support of the RAVEC conducted by CSOs
- Four *Democrapoli* demonstration activities were conducted

Indicator 2.1.1.3: Number of IFES-supported mass media messages created for civic/voter education

- 17 episodes of Séko Vote on national television
- 1 television spot for broadcast on national television
- Participated in televised debates on 7 different themes
- 2 radio spots 98 times in 5 languages on the revision of the electoral list and the retrieval of the NINA card
- 5 radio debates in French and Bambara on the legislative elections and associated themes
- 14 broadcasts of “*Grands dialogues du parlement*”
- Produced and aired video messages by opinion leaders calling on citizens to mobilize and participate in the political process: in 2013, these messages were produced for the first time in the history of democratic elections in Mali
- 59 radio shows to discuss the electoral process, peace & reconciliation and women’s participation in the political process in four local languages. These were broadcast on 5 different radio outlets.

Indicator 2.1.1.4: Number of media outlets used for civic education message distribution

- CEPPS/IFES supported civic education messages were broadcast through 10 radio stations from October to December 2013
- Community radios (eight in total) were used as well as the ORTM National Television, totaling nine media outlets
- 23 media outlets broadcast “*Grands dialogues du parlement*”

Other Results

- Produced and distributed 1,000 small stickers, 1,500 midsize, 500 (50x40), 500 (70x40) poster size stickers meant to inform and motivate citizens to get out and vote prior to the 2013 presidential election;
- Developed skills of 318 civil society education animators in the use of the Boîte à images, prior to the 2013 presidential election
- Developed skills of 118 civil society civic education animators (65 men, 53 women) on the legislative election process through the organization of 5 training sessions
- Printed a total of 8,000 flyers and 1,000 large format stickers on the legislative elections and citizenship
- Coordinated the organization of 2 shows of the same play on citizenship and governance that reached 970 people
- Coordinated the organization of six public projections of Séko Vote that reached 4,295 people

CEPPS Objective 2.2: To build the capacity of community radio animators to carry out election-related activities in support of a transparent and peaceful transitional electoral process (CEPPS/IFES)

Intermediate Result 2.2.1: Skills of community radio animators are reinforced and radios report transparently and efficiently on the electoral process

Indicator 2.2.1.1: Number of training days provided to journalists or radio animators with USG assistance, measured in person-days of training

- 1-day training session for 190 state-media local language animators on how to report on the electoral process
- 2-day mentoring session to 16 community radio animators on reporting on the electoral process, resulting in 32 person-days of training.

USAID Objective 3: Improve voter access for internally displaced persons and returning refugees in Mali's legislative and municipal elections

CEPPS Objective 3.1: Build the capacity of nonpartisan election observation groups and political parties to monitor the participation of IDPs and recently returned refugees in Mali's legislative and local electoral processes (CEPPS/NDI)

Intermediate Result 3.1.1: Civil society organizations and party pollwatchers monitoring Mali's legislative and local elections have an enhanced understanding of how to integrate observation of IDP and refugee participation into electoral monitoring strategies

Indicator 3.1.1.1: Number of civil society organizations and political parties participating in a workshop on strategies for monitoring electoral participation of IDP and refugee populations

- On November 7, 2013 CEPPS/NDI organized a workshop on this topic for representatives of 32 political parties and 4 civil society organizations. This enabled election stakeholders to strategize on how to involve IDPs in their initiatives.
- On January 17, 2014 CEPPS/NDI organized a follow-up post-election workshop with 18 participants, including representatives from eight political parties, one CSO, and the CCMC on strategies for increasing the electoral participation of IDPs and refugees. Participants agreed on a set of seven recommendations, based on discussion of the needs of these marginalized groups, which political parties will use in their advocacy efforts with government institutions to ensure the equal participation of IDPs and refugees.

Indicator 3.1.1.2: Number of APEM observers deployed to monitor the electoral process in regions with a high concentration of IDPs or recently returned refugees

- APEM deployed 2,778 observers to the following regions with a high number of refugees during the legislative elections: Bamako, Gao, Timbuktu, Kidal, Segou, Mopti, and Koulikoro. This represented 75 percent of all of APEM's observers. Observing areas where IDPs voted allowed APEM to better understand and share with the public the extent of challenges this population faced during the polls.
- As CEPPS/NDI provided funding to support the deployment of 14 percent of APEM's observers, it follows that CEPPS/NDI supported 14 percent of 2,778 (or 375) observers in

these region. As these observers were deployed twice, once for each round, the total number of observers CEPPS/NDI supported was 750.

Indicator 3.1.1.3: Election observation and party pollwatching forms used in the legislative and local elections include targeted questions to enable civil society organizations and political parties to better monitor the participation of IDP and refugee populations

- CEPPS/NDI assisted APEM to modify its observation checklist to include a question about whether IDPs or refugees had trouble voting. This enabled APEM to collect and share information with the public about the extent of challenges this population faced during the polls.

CEPPS Objective 3:2: Revise the legal framework to enable IDPs and returned refugees to vote (CEPPS/IFES)

- No results to report.

FEBRUARY 2015 – JUNE 2016

USAID Objective 1- Regional and Communal Elections Support: Assist the government of Mali to plan, manage and execute regional and communal elections, ensuring robust citizen participation and oversight

CEPPS Objective 1:1: To strengthen the capacity of the Election Management Bodies through targeted technical assistance and training (CEPPS/IFES)

Intermediate Result 1.1.1: Capacity of EMB in election administration is built and representatives from the EMBs have the necessary training and skills to administer elections.

Indicator 1.1.1.1: Number of election officials trained with USG assistance.

- 2,587 electoral agents for the partial legislative elections in commune five in the District of Bamako
- 37 election officials

Indicator 1.1.1.2: Percentage of electoral officials indicating increased knowledge through CEPPS/IFES-supported trainings.

- 100% of the electoral officials trained during CEPPS/IFES' BRIDGE workshop reported an increase in their knowledge
- Sixty percent of electoral officials indicated increased knowledge through CEPPS/IFES' modular BRIDGE workshop

Indicator 1.1.1.3: Number of poll worker training materials produced.

- No results to report

CEPPS Objective 1.2: To strengthen citizen engagement and participation in the electoral process through widespread voter outreach. (CEPPS/IFES)

Intermediate Result 1.2.1: Citizens become more aware and engaged in the electoral process and civic awareness is increased through voter education.

Indicator 1.2.1.1: Number of individuals receiving voter and civic education through USG-assisted programs.

- 21,677 individuals through CEPPS/IFES organized voter mobilization caravans in Bamako's commune five for the second round of the partial legislative elections
- 254 individuals through CEPPS/IFES' parliamentary procedures workshop
- 1,405,833 citizens through CEPPS/IFES' subgrantees

Indicator 1.2.1.2: Number of public awareness activities conducted to enhance women's political participation.

- CEPPS/IFES' CSO partners conducted 1,794 activities (conversations, community receptions and discussions, NINA presentations, Balani shows, forums, radio programs, debates, parliamentary procedures discussions, community caravans etc.) to increase women's political participation.

Indicator 1.2.1.3: Number of CEPPS/IFES-supported mass media messages created for civic and voter education.

- 334 mass media messages (these included live and re-broadcast radio messages, coverage of roundtables, debates and mini programs) through CEPPS/IFES' subgrantees

Indicator 1.2.1.4: Number of media outlets used for civic education message distribution.

- 13 media outlets through CEPPS/IFES' subgrantees

Indicator 1.2.1.5: Estimated of Malian citizens exposed to civic education media messages.

- An estimated²⁵ 957,413 people were exposed to civic education media messages

CEPPS Objective 1.3: To build the capacity of domestic civil society organizations to monitor the local and regional electoral process and advocate for reform (CEPPS/NDI)

Intermediate Result 1.3.1: Domestic observation/Civil society partner(s) have enhanced capacity to advocate for electoral reforms/and monitor the implementation of the peace process

²⁵ Estimated number based on the radio stations' coverage area.

Indicator 1.3.1.1: Number of meetings held between partners and influential stakeholders in the electoral reform or peace accord implementation processes.

- The Consortium released statements, on June 3 and June 24, 2015 reporting on the findings of its observation of the first and second rounds of the legislative by-election in Bamako's Commune V. MATD's representative requested a copy of the Consortium's report.
- The Consortium held three meetings with REJEFPO, RJPPM, and CCMC to develop a joint advocacy strategy for electoral reform.
- From May – June 2016, MPM held two meetings with members of CSOs, members of the media, government officials and international financial and technical partners to discuss the role of CSOs during the implementation of the peace accord and the establishment of a volunteer monitoring group.

Indicator 1.3.1.2: Number of recommendations developed for electoral reform/monitoring the peace accords by USAID supported organizations that are implemented.

- Two recommendations, made by the Consortium during its press conference after the first round of the by-elections, were implemented during the second round; these were: ensuring the presence at all times of the appropriate number of polling agents and party poll watchers in each polling station; and that all polling stations properly display electoral lists in front of polling stations.
- MPM and its CSO partners developed 10 resolutions in order to guide civil society's ability to monitor the implementation of the peace agreement.

Intermediate Result 1.3.2: Partners demonstrate capacity to conduct systematic and strategic observation of the electoral process

Indicator 1.3.2.1: Number of domestic election observers trained with USG assistance

- Ahead of Bamako's Commune V by-elections, 30 observers were trained (43.3 percent were women).
- CEPPS/NDI trained three data base clerks in anticipation of the Consortium's long-term observation activities.

Indicator 1.3.2.2: Number of domestic observers the observation partners successfully deploy for pre-election or Election Day observation

- The Consortium deployed 18 observers to monitor the electoral list verification period.
- During both rounds of Bamako's Commune V by-elections, 30 observers were successfully deployed for election-day observation.

Indicator 1.3.2.3: Number of public statements released based on observer findings

- The Consortium released two statements, on June 3 and June 24, 2015 respectively, reporting on the findings of its observation of Commune V's by-elections.

- Civil society leaders led by MPM made two press statements, on May 18, 2016 and June 30, 2016. The first statement announced the 50 recommendations that the group adopted which included structural issues related to the reconciliation process; institutional and political structures, and international assistance. The second statement announced the creation of civil society monitoring group that will interface with the Malian government and monitor the implementation of the peace agreement

CEPPS 1:4: To enhance the capacity of political parties to represent citizens' priorities in campaign messages and platforms. (CEPPS/NDI)

Intermediate Result 1.4.1: Parties' campaign messages and political platforms reflect citizens' expressed priorities

Indicator 1.4.1.1: Number of political party members trained in platform and message development

- CEPPS/NDI trained 40 party leaders on the stages of policy development in Sikasso, including 3 women and 37 men from 19 political parties.
- CEPPS/NDI trained 38 party leaders on the stages of policy development in Mopti, including 4 women and 34 men from 17 political parties.
- CEPPS/NDI met with 263 political members to discuss the progress of their platform and message development.
- CEPPS/NDI provided technical assistance to ADP-Mali as it organized its first party academy. Forty-nine members (17 women, 32 men) learned about the social democracy, liberalism, and conservatism, and heard about citizens' priorities and perceptions of political institutions.
- CEPPS/NDI trained 176 party leaders in policy development, including 31 women.

Indicator 1.4.1.2: Number of political parties receiving USG assistance to develop platforms and policy agendas that better respond to citizens' priorities.

- Representatives of 59 different parties participated in CEPPS/NDI's policy development academies:
ADCAM, ADEM, ADEMA PASJ, ADM, ADP MALIBA, APM MALIKO, APR, ASMA, BARA, BARICA, CARE, CBC, CD, CDS, CFP, CNAS Faso, CNID, CNU FJT, CODEM, FAMA, FARE, MIRIA, MODEC, MPJS, MPLUS RAMATA, MPR, P.E du MALI, PACT, PAMA, PARENA, PH, PCR, PDA, PDD, PDES, PE du MALI, PEI, PIDS, PRDT, PRVM FASOKO, PS, PSP, RAMAT, RDS, REDD, RPDM, RPM, SADI, SIRA, UDA, UDD, UFAP, UFD, UM - RDA, UMAM, UMP, UMRDA, URD, and YELEMA.
- CEPPS/NDI reviewed draft policy platforms with 34 political parties from Bamako, Kayes, Koulikoro, Ségou and Sikasso.

- CEPPS/NDI met with program beneficiaries from 64 local political party branches in Kayes, Mopti, and Sikasso. During these discussions, party members shared their perspectives on CEPPS/NDI's programming and how it benefitted their work.

Intermediate Result 1.4.2: Parties are better able to monitor the electoral process.

Indicator 1.4.2.1: Number of political party master trainers trained to train party poll watchers

CEPPS/NDI was unable to complete this objective since the local and regional elections were indefinitely postponed. As agreed between CEPPS/NDI and USAID, this indicator was retired.

Indicator 1.4.2.2: Number of political parties whose representatives participate in one or more of the multi-party master trainer trainings organized by the program

CEPPS/NDI was unable to complete this objective since the local and regional elections were indefinitely postponed. As agreed between CEPPS/NDI and USAID, this indicator was retired.

Intermediate Result 1.4.3: Parties contribute to electoral reform discussions

Indicator 1.4.3.1: Number of meetings between CCMC members and legislators or other stakeholders in the reform process

- CEPPS/NDI assisted the CCMC to hold meetings with 10 stakeholders, including the CENI, DGE, National Assembly and representatives of seven different parties.
- CCMC members participated in three reform advocacy meetings with members of the Consortium, RJPPM and REJEFPO.
- The joint advocacy group that includes representatives from the Consortium, REJEFPO, RJPPM and CCMC met to validate their advocacy strategy and submit their activity budgets to CEPPS/NDI.

USAID Objective 2 – Civic Education and Political Inclusion: Increased participation in political processes and decision making. All Malians should be able to understand, support, and participate in Mali's efforts to reform various sectors that include justice, decentralization, and the security sector. This participation should include historically marginalized groups, women, and youth.

CEPPS Objective 2.1: To strengthen the capacities of civil society organizations in the development and implementation of civic and voter outreach. (CEPPS/IFES)

Intermediate Result 2.1.1: Civil society organizations' capacities to implement civic awareness activities for voting-age Malian citizens are increased through CEPPS/IFES-supported trainings

Indicator 2.1.1.1: Number of CSO representatives trained on conducting face-to-face civic and voter education sessions.

- Fifteen representatives from CEPPS/IFES' CSOs received a training on the use of boîte à images for civic and voter education

Indicator 2.1.1.2: Percentage of CSO representatives reporting that IFES trainings adequately prepared them to implement face-to-face civic and voter education sessions.

- 100 percent of CSO representatives that attended CEPPS/IFES' boîte à images workshop reported that the training prepared them to implement face-to-face civic and voter education sessions

CEPPS Objective 2:2: To increase the engagement of women and youth in political processes and decision-making (CEPPS/NDI)

Intermediate Result 2.2.1: Youth and women have increased capacity to advocate for their inclusion in the political process

Indicator 2.2.1.1: Number of youth trained in leadership and other skills

During follow-up sessions in Sikasso and Mopti, participants reported to have organized step-down trainings to replicate what they learned during previous leadership academies in order to build the skills of other youth members of their political parties. 327 additional youth from 10 political parties were trained in leadership skills coming from Sikasso and some surrounding villages. 463 additional youth were trained from the three regions of Mopti, Gao and Timbuktu. 152 young leaders (86 men and 65 women) received training on advocacy techniques and message development. CEPPS/NDI met with program beneficiaries from 72 political party youth wings in Kayes, Mopti, and Sikasso. Young political party youth attributed the success of their advocacy strategy to obtain better positions within their parties to CEPPS/NDI's political academy program. *Indicator 2.2.1.2: Number of youth participating in community service projects* After holding the two follow-up sessions, youth members started drafting their advocacy action plans. CEPPS/NDI connected RJPPM with the youth leaders from Sikasso and Mopti to assist them in establishing their local offices. REJEFPO, in collaboration with NDI, drafted an action plan that will help young women leaders increase their leadership skills while they carry out advocacy activities to promote women's political participation. 115 young leaders (86 men and 29 women) advocated for reform initiatives and their inclusion within political structures. *Indicator 2.2.1.3: Number of meetings or consultations in which women and youth – led organizations participate to draft and validate the quota law implementation decree*

- CEPPS/NDI maintained contact with legislative, political party and civil society women leaders. While CEPPS/NDI did not organize any support activities with these partners, it worked with them to provide assistance to members of parliament in the days preceding the passage of the gender quota law. Youth and women leaders met with their party leaders to discuss their inclusion within regional party structure. Youth groups like RJPPM worked with EISA to hold leadership training sessions with youth leaders. The gender quota law was passed with 115 votes in favor, 22 votes in opposition, and 3

abstentions. CEPPS/NDI's partners provided recommendations and advocated on behalf of the law over the life of this project. CEPPS/NDI organized one consultative meeting between the MPFEF and Malian stakeholders – including women and youth-led organizations – to analyze the clauses within the draft implementation decree. CEPPS/NDI supported the MPFEF organize a conference with 190 high-level members (135 women, 55 men) of the community, political parties and the press to explain the gender quota law and unveil its communication strategy.

CEPPS Objective 2:3: To enhance the capacity of national legislators to interact with constituents on political reform and other priorities (CEPPS/NDI)

Intermediate Result 2.3.1: National Assembly members and government authorities have increased productive interactions with constituents

Indicator 2.3.1.1: Number of public forums resulting from USG assistance in which national legislators, government authorities, and members of the public interact

- CEPPS/NDI assisted the National Assembly to broadcast six radio programs. CEPPS/NDI assisted 13 women MPs meet with 30 members of 26 CSOs working towards the promotion of women's rights to coordinate their advocacy strategy for the quota law. CEPPS/NDI organized one civil society fair with legislators at the National Assembly to discuss, with CSOs, ways to fight against corruption. There were 27 MPs and 11 parliamentary staff – among which five were women – and 46 representatives of 35 CSOs, and women and youth associations.
- CEPPS/NDI assisted the National Assembly to organize one civic forum on the education system that registered 99 participants (77 men and 22 women). There were 15 members of parliament (10 men and 5 women) and 18 parliamentary assistants (14 men and 4 women) who participated in the event. CEPPS/NDI assisted the health commission organize one civic forum on the status of community health systems in Mali. The forum brought together 67 participants (nine women, 58 men) representing members of parliament, technical leads from the Ministry of Health and its regional departments, community health centers, civil society organizations, and international development organizations. CEPPS/NDI assisted the National Assembly's education commission to organize two working sessions. The first session was to finalize their report of the December 19, 2015, education forum. The second session was to draft statutes for the education observatory. The drafting committee is composed of 14 members including two representing students and the National Federation of Associations of Parents of Students. CEPPS/NDI provided the CNCA technical assistance to organize a high-level consultation with 53 participants representing political parties, civil society, women's organizations, government institutions, the media, and technical partners. During the forum, participants learned more about the CNCA and specific provisions within the peace agreement. Following the consultation forum, the CNCA held a press conference to talk about the forum but also to highlight some priority issues that need to be addressed. CEPPS/NDI assisted the HCCT to hold a workshop on institutional and political reforms for 65 participants (16 women, 49 men) including HCCT administrative

staff, national councilors and representatives from CNCA, MINUSMA, USAID and CEPPS/NDI. The workshop's main objective was to discuss the reforms that will directly affect municipalities to enable the implementation of the peace agreement. Participants received information on the new law on interim authorities and proposed recommendations to address the current deadlock in the law's implementation. CEPPS/NDI organized 10 forums and 35 television broadcasts.

Indicator 2.3.1.2: Percentage of participants interviewed reporting that lawmakers and government authorities had heard citizens' concerns after meeting with officials in US sponsored forums

- CEPPS/NDI does not have reliable quantitative data, but obtained qualitative information from interviews and informal feedback from individuals around the country, citizens who attended town hall events, National Assembly open days, heard radio broadcasts, who reported feeling that government officials had the opportunity to hear their views - and in some cases such as the law on gender quota – incorporated them into their legislative work.

VI. FOREIGN ASSISTANCE INDICATORS

Foreign Assistance Indicators	IFES	NDI	FY13 Total	FY14 Total	FY15 Total	FY16 Total
Indicator [GJD 2.1] Number of national legislators and national legislative staff attending USG sponsored training or educational events. ²⁶	--	--	0	46	0	--
Indicator [GJD 2.2]	--	--	0	0	0	--

²⁶ This indicator was retired.

Number of governmental and non-governmental mechanisms supported with USG assistance for oversight of the executive branch ²⁷						
Indicator [GJD 2.3.1-4] Number of USG assisted consensus-building processes resulting in an agreement ²⁸	--	--	15	23	0	--
Indicator [GJD 2.3.3-1] Number of individuals who received USG-assisted political party training	N/A	0	15	23	1050	N/A

²⁷ This indicator was retired.

²⁸ This indicator was retired.

Indicator [GJD 2.4.1-9] Number of Civil Society Organizations receiving USG-Assistance engaged in advocacy interventions. ²⁹	--	--	4	4	100%	--
GNDR 3: Proportion of females that report increased self-efficacy at the conclusion of USG supported training/programming.	N/A	0	N/A	N/A	21%	N/A
Indicator [GJD 3.2.1.4] Number of internally displaced persons and returned refugees having participated in elections as part of the 2013	--	--	0	669	0	--

²⁹ This indicator was retired.

electoral process. ³⁰						
Indicator 1.1.1.1 Number of election officials trained with USG assistance	23	N/A	11,452	11,360	48	37
Indicator 1.2.1.1 Number of individuals receiving voter and civic education through USG-assisted programs	239,295	N/A	137,312	226,998	330	1,405,833
Indicator 1.3.2.1: Number of domestic election observers trained with USG assistance	N/A	0	2,100	590	54	0
Indicator 1.4.1.2: Number of political parties receiving USG assistance	N/A	0	0	46	114	1

³⁰ This indicator was retired.

to develop platforms and policy agendas that better respond to citizens' priorities.						
Indicator 2.3.1.1 Number of public forums resulting from USG assistance in which national legislators and members of the public interact.	N/A	1	0	2	15	10 forums and 35 broadcasts

VII. EVALUATION/CONCLUSION

Overall Impact

Over its extended time frame, the CEPPS program adapted to numerous changes in Mali's political context. The program's approach and activities changed accordingly. Program implementation had several distinct phases: the national elections period of 2013, the immediate post-elections period of 2014 when the new administration and legislatures were settling in and establishing policy priorities; a local elections planning and preparation period, when local and regional elections were still anticipated; and a period in late 2015 and 2016 when focus on elections was displaced by concerns over the 2015 peace accord's implementation.

Election Management Bodies

Throughout the program, CEPPS/IFES conduct a variety of capacity building activities, for Mali's three EMBs, geared towards the organization of the presidential and legislative elections, and in anticipation of the, at the time, communal and regional elections. CEPPS/IFES' activities played a critical role in the successful conduct of the presidential and legislative elections with all the election management bodies and the electoral agents being praised by both national and international election observers for their impartiality, transparency and professionalism in the execution of their duties. Moreover, CEPPS/IFES played a significant role in the design and

delivery of poll worker training across the country prior to the legislative elections, and observers noted that the performance of poll workers had improved compared to the presidential election, when a number of procedural errors were cited. In addition, CEPPS/IFES' BRIDGE trainings not only enhanced EMB officials' capacity to address important electoral issues, but also, following the full accreditation of identified participants from the April 2016 TtF, CEPPS/IFES anticipates that the EMB will gain the capacity to self-train using the BRIDGE methodology.

With the repeated postponement of the communal and regional elections, CEPPS/IFES shifted some of the technical assistance provided to the EMBs. In particular, CEPPS/IFES participated in the MAT's electoral process evaluation seminar in early February 2014. The seminar enabled the Ministry to critically evaluate its performance during the organization of the presidential and legislative elections in 2013 and to compile a comprehensive list of recommendations for improvements to its processes in anticipation of the communal elections. Additionally, CEPPS/IFES and the CENI worked to develop an IT platform that will greatly enhance the CENI's capacity to supervise future elections. Previously, the CENI had relied on the manual processing of forms filled out by its personnel on Election Day to evaluate the credibility of the electoral process. The development of an IT platform will enable the CENI to follow events on the ground in real-time and will also improve the transmission of election results – enabling the CENI to have a set of results immediately after poll closing that it can compare with provisional results announced by the Ministry. The recommendations following the evaluation seminar and the development of an IT platform are two areas that will enable Malian electoral administrators to improve their performance in the organization and conduct of future elections.

In addition to the trainings, CEPPS/IFES also assisted the CAPE in conducting a systematic review of the performance of presiding officers in Bamoko district. This effort allowed the CAPE to identify strong performers and also identify those presiding officers who need more training or other capacity-building in order to carry out their duties in a satisfactory manner. This diagnostic will allow the CAPE to prepare more effectively for future election cycles in terms of recruitment and training of election officials. CEPPS/IFES also contributed to the transparency and inclusiveness of future elections in Mali by updating the database of electoral experts so that interested citizens can enroll themselves directly into the database for consideration as election officials for future election cycles.

Civic and voter education

Throughout the program, CEPPS/IFES undertook a significant number of activities aimed at strengthening citizen engagement and participation in the electoral process. These activities were able to reach a large number of citizens. Of note is that the 2013 legislative elections registered the highest ever participation rate for legislative polls in the history of Mali since the advent of multi-party democracy in 1992.

CEPPS/IFES and its partner GRADSEL also developed an innovative means of conducting civic and voter education through the introduction of the municipal elections version of the Democrapoli game.

2013 Elections Period

The 2013 presidential and legislative elections that would return Mali's elected democratic government took place in the context of considerable uncertainty after months of transition following the 2012 coup d'état. During the national elections campaign and vote, CEPPS/NDI's assistance to political parties and citizen observer groups contributed to the polls' peaceful implementation and their credible, widely accepted results. CEPPS/NDI assisted political parties play an important role in keeping the voting and tabulation processes peaceful by giving parties the training and materials they needed to train and deploy party pollwatchers to voting stations around the country, and supporting their leaders to educate members and supporters in the code of conduct to which the major parties were signatories. CEPPS/NDI also sought to help parties engage citizens more effectively through campaign positions and messages focused on topics of citizens' priority concern. The technical and financial assistance CEPPS/NDI provided to assist civil society groups to organize coordinated, technically competent citizen observation on Election Day also contributed to Mali's peaceful, well-conducted elections. Through the technical and financial assistance provided by the CEPPS program and other national and international partners during the 2013 elections, observation data from voting stations across the country were collected and aggregated throughout Election Day, and posted on a customized website built by OneWorld. APEM upgraded its observer deployment and training plans to conduct professional, well-organized observation in collaboration with multiple other national and international partners. APEM's ability to collect information throughout Election Day from observers deployed across the country, and to make a timely announcement of the results of its observation upon the polls' closure lent credibility to the results, and gave assurances that the elections were properly conducted.

While CEPPS/NDI's approach to provide financial and technical assistance to multiple domestic observation organizations, following its inability to work with APEM in 2014, was helpful to building the capacity of three new organizations it underestimated the amount of time it would take to build a strong consortium in the face of never-ending local election postponements. However, the RAVEC process provided the group with an opportunity to observe and contribute to the election process. The Consortium's assessment on the RAVEC process during its press conferences provided valuable information in an environment that was marked by little communication. Its recommendation for an extension to the process most likely contributed to the government's decision to provide additional time to the process. CEPPS/NDI also advised political parties and civil society groups in raising attention to the particular needs of internally displaced persons and returning refugees for information on the elections and when and where to vote, in an effort to ensure the 2013 elections were inclusive of these groups, despite their dislocation from their places of residence.

2014 post-election period

In the period just following the national elections, CEPPS/NDI worked with its partners to shift their focus from the competitive campaign and vote, to a post-election phase of democratic governing. CEPPS/NDI continued to assist political party representatives to improve their direct outreach to citizens through regional town hall meetings. These events proved to be beneficial for both parties and citizens. Party leaders' direct interaction with citizens in open exchange

gave them first-hand exposure to citizens' views and an opportunity to defend the party's position. Citizens gained experience in addressing political leaders in public forum on matters of policy. CEPPS/NDI also enabled parties to strengthen cross-party relationships and find common ground on policy issues. By meeting repeatedly in multi-party groups after the elections to discuss a variety of issues and agree on a set of recommendations, party leaders had the opportunity to experience constructive dialogue and consensus building across normally contentious party lines.

Through CEPPS/NDI's technical assistance, immediately after being seated in early 2014, newly elected leaders and members of the National Assembly received training and guidance on serving the legislature's critical representation function. Members received assistance to increase their understanding of the importance of regularly reaching out to citizens, and their knowledge of a variety of communication techniques, including using radio and television broadcasts, publishing and distributing a journal of legislative proceedings, and organizing regular meetings with civil society representatives. Through its technical assistance, CEPPS/NDI also enabled the Assembly's communications department to build its technical capacity - though the office's severe funding, equipment and staffing constraints continued to limit the National Assembly's ability to produce and broadcast its own radio programs - and to maintain an active website.

Having promoted women's involvement in the campaign and during the elections as party members, advocates and voters, following the elections, CEPPS/NDI responded to the request of women in political parties, civil society and government for assistance in advancing a gender quota law. Throughout the remainder of the program, CEPPS/NDI provided on-going advice to women leaders in the context of CEPPS and relevant complementary programs to guide them in their advocacy for the law – a lengthy but ultimately successful process.

CEPPS/NDI supported the leadership development and political participation of young women and men in Bamako and the regions. Through leadership training and on-going guidance and coaching, CEPPS/NDI staff enabled motivated youth to develop skills in communication, organizing and advocacy, and to identify individual and group initiatives to increase their political and civic involvement. As result, the young women who participated in the program's leadership academy formed and registered an organization to join their own and others' efforts in promoting issues of concern to women. The group has remained connected and active.

2016 program extension period

In late 2015, as political dispute and uncertainty continued over the dates for the regional and local elections, it became clear that to create the conditions for peaceful and inclusive elections, the government had to make further advancement on fulfilling the terms of the June peace accord. USAID'S request that the CEPPS partners adjust the program's focus to more directly support peace accord implementation gave CEPPS/NDI the opportunity to establish new partnerships with government and civil society actors directly involved. CEPPS/NDI began to advise and support CNCA's efforts to bring greater attention and publicity to the government's efforts to advance the accord. The Institute identified and engaged with MPM as a broad-based

civil society network able to mobilize civil society actors in advocating for the accord's peaceful and timely implementation.

CEPPS/NDI's work under the program, from January through June 2016, focused on assisting these two actors to increase the effectiveness of their work to inform and engage citizens in supporting the peace accord. Also during this period, CEPPS/NDI continued to assist the ministry of women's affairs and women-oriented civil society groups to raise awareness about the gender quota law, and CEPPS/NDI continued to provide coaching and guidance to youth who sought advice to improve their leadership and political involvement.

Lessons Learned

While the Malian media was widely praised for covering the electoral campaign in an impartial manner, there is a need to improve both the qualitative and quantitative coverage of electoral matters in the media. While some of the obstacles to this are inherent in current Malian media practices, there is nonetheless a need for greater capacity building of radio journalists in matters related to the electoral process.

CEPPS/IFES worked with several Malian CSOs to implement civic and voter education activities throughout the program. CEPPS/IFES noted that despite their knowledge and capacities, the CSOs required assistance on report writing and monitoring and evaluation of their activities. CEPPS/IFES worked with the CSOs on strengthening their reports to include additional details on how activities were implemented, participants' questions and reactions, and on reporting on exact number of participants. While the CSOs produced better reports by the end of the program, future programming should consider providing additional training to the Malian CSOs to further develop their monitoring and evaluating capabilities.

A recurring comment from BRIDGE participants throughout the program was that the number of days for the training was inadequate to exhaustively deliberate on all the topics on the agendas. Future programming should add additional days to BRIDGE workshops to ensure an exhaustive review of the topics discussed.

The legislative elections and the by-election in Bamako's commune five witnessed a significantly low turnout of voters. Though turnout in rural areas remained fairly constant as compared to the presidential election, there was a sharp decrease in urban participation during the legislative elections. Several possible explanations have been put forward to explain this phenomenon including electoral fatigue; the perception that legislative elections are less important; the convoluted and counter-logical nature of political party alliances and coalitions; the low key nature of the electoral campaign; the lack of articulate and innovative political party platforms; and general disillusionment with the political process and governance in Mali. CEPPS/IFES also noted, in particular, citizens' disappointment vis-à-vis politics and their elected officials during Bamako's commune five by-election. These possible factors indicate that there is a lot of work to be done to convince Malians that engaging in the political process, not only through elections but more active participation, is the best possible avenue to bring about positive changes and reforms in the country.

From the successful adoption of the gender quota law, CEPPS/NDI demonstrated that significant social change is possible, and can be effectively supported by international partners providing they are able to offer on-going technical guidance over an extended time-frame, in this case several years. CEPPS/NDI's approach to assisting women leaders from government, the legislature and civil society and assisting them to work together across organizational boundaries was another factor that enabled them to achieve their common objective.

In response to the low participation rate of MPs during its activities, CEPPS/NDI recognized that it needed to work very closely with the national assembly's leadership and other international organizations that supported the institution to ensure that activities are officially scheduled on the National Assembly's agenda. This method ensured MP attendance and also helped create synergy amongst the different international organizations.

From its experience in working with the domestic observation network APEM, CEPPS/NDI learned it is sometimes insufficient to provide a local partner with only technical assistance, when the partner also needs to strengthen its internal leadership and management. When APEM's senior members became embroiled in a protracted dispute over leadership of the network, CEPPS/NDI determined that the network was not in a position to serve as a reliable program partner. The experience enabled CEPPS/NDI to identify four national-level organizations³¹ that became the Consortium that, with technical support, would be capable of organizing broad-based citizen observation of the local elections process. CEPPS/NDI learned that this was a more reliable, effective model than depending on a single organization to fill an essential role in the program.

Gender Integration

CEPPS/IFES strived to ensure a gender perspective throughout the program. CEPPS/IFES' civic and voter education activities to increase citizens' participation in the RAVEC process reached a significant number of women (147,647) —more than half of the individuals directly reached via sensitization caravans were women. Throughout the program, CEPPS/IFES strived for the substantive inclusion of women into its program activities, through its democrapoli sessions, in designing the boîte à images, and through its training of polling agents. CEPPS/IFES also awarded subgrants to three women CSOs – APROFEM, ADEFIM and ASSOPROFEN – to ensure a focus on women's issues vis-à-vis Mali's electoral process. Finally, CEPPS/IFES worked with its various civil society partners to ensure a focus on women's issues vis-à-vis Mali's electoral process; CEPPS/IFES' civil society subgrantees made a concerted effort, with success as detailed above, to target women during their civic education campaigns.

³¹ The Advocacy and Lobbying Network (*Reseau Plaidoyer et Lobbying* - RPL), a network of organizations working for a transparent democratic process in Mali; Caritas Mali, a human rights- and development-focused civil society organization; S.O.S. Democracy (*S.O.S. Democratie*), a voter education organization that promotes democratic governance; and Youth Chamber International (*Jeune Chambre Internationale* – JCI), a youth service organization. Caritas ended up dropping out of the network citing conflict of interest.

CEPPS/NDI integrated a gender perspective throughout the program. CEPPS/NDI worked with its various partners to apply gender-sensitive approaches in planning and implementing program activities. CEPPS/NDI facilitated and promoted women's involvement by ensuring activities were designed to take women's interests into account; and when possible, women were provided additional coaching and assistance to fully participate and offered opportunities to engage in women-specific leadership development and other activities. For example CEPPS/NDI held women-only preparatory sessions in advance of town hall meetings to help women participants practice posing questions of party officials in a public gathering. When providing technical assistance to citizen observation groups, CEPPS/NDI emphasized that at least 30 percent of observers should be women. CEPPS/NDI advised political party leaders and members of parliament on incorporating gender-sensitivity and including women members in policy discussions and decision-making.

CEPPS/IRI included a gender perspective throughout the program. CEPPS/IRI consistently targeted women prior to its activities, which were attended on average by 30 percent women. For example, CEPPS/IRI's oversight and advocacy workshops for civil society organizations (CSOs) were attended by a majority of women representatives, including four women CSOs. CEPPS/IRI found that women participants were particularly responsive after these workshops and used their oversight and advocacy skills to work with their communal councils on specific projects such as clean water, sewage systems and the low enrollment of young girls at the village level. Additionally, CEPPS/IRI conducted one of its 18 end of mandate assessments (EMAs) with Ms. Diabete Bamba Mamou, who is one of the only eight women mayors out of 703 in Mali. During follow-up interviews with program beneficiaries, CEPPS/IRI found that Ms. Bamba Mamou's commune of Pelengana recorded a 30 percent increase in tax collection, which was the highest increase across the 18 EMAs. On the other hand, CEPPS/IRI experienced a low women's participation rate during its pre-election stakeholder dialogue sessions and decentralizations forums due to political parties' unwillingness to select women representatives.

Challenges and Opportunities

Security Issues

Security concerns increased over the program's life span. As a result, CEPPS/IFES was unable to conduct civic and voter education activities in the Kidal and Menaka regions.

When the security situation in Gao, Kidal, and Timbuktu no longer allowed for CEPPS/NDI to travel to these regions to organize activities and monitor participants and partners, CEPPS/NDI invited program participants from those regions to attend political party support activities in central Mali. As security threats increased and shifted towards Mopti and Segou during the last year of the program, CEPPS/NDI limited its activities and held follow-up sessions with program participants through phone and email.

Election Process delays

CEPPS/IFES experienced some constraints in the scope of activity implementation as a result of the delays in the electoral calendar. While CEPPS/IFES planned to focalize its attentions to

supporting the MATD and the CENI, the uncertainty regarding next steps in the electoral process rendered many of the planned activities unsuitable to the revised timeline. CEPPS/IFES paused the majority of its activities until additional information was available, although preparatory and planning work had been conducted for a number of activities, including National Assembly Monitoring, the production of a radio-based voter and civic education campaign, and the production of a “How to Vote” video to be broadcast throughout the country. With the determination of a new electoral timeline, CEPPS/IFES was unable to resume its programming and activities at full capacity. Nonetheless, CEPPS/IFES shifted its civic and voter education actions to focus on Mali’s decentralization process and, in particular, the regionalization process, which was a new concept that many citizens did not yet understand.

The delays related to the RAVEC and local elections process restricted the ability of the domestic observer consortium established with CEPPS/NDI support, to plan its observers’ training and deployment in a timely manner. The repeated postponement of the local elections also hindered the consortium’s ability to obtain subgrants and implement pre-election observation and communication activities.

At the same time, the elections’ delay gave CEPPS/NDI the opportunity to advise more intensely and over a longer term the program’s stakeholder groups, political parties, women political and civil society leaders, and youth. Working with these groups for a period of three years, CEPPS/NDI assisted them to strengthen their skills, organization and involvement in political processes, and to look ahead to preparing for future local, regional and national electoral processes. CEPPS/NDI also had the opportunity to engage with new partners, CNCA and MPM, through which these actors gained technical support, experience and greater public exposure.

Civil society partner leadership dispute

When an internal dispute undermined APEM’s ability to reliably serve the program, the program lost a well-qualified domestic observation partner in which CEPPS/NDI had invested considerable technical and financial assistance. APEM demonstrated its improved capacity with its technical competence during the 2013 elections. The loss of APEM as a partner, gave CEPPS the opportunity to expand its engagement of civil society organizations with elections observation experience by forming and training the consortium group of CSOs. In doing so, CEPPS/NDI has contributed to developing a more broad-based, diverse capacity for citizens’ involvement in elections monitoring in the future.

VIII. LIST OF ATTACHMENTS

- Appendix A: CEPPS NDI List of recorded National Assembly Radio Broadcasts and Radio Stations
- Appendix B: CEPPS NDI List of recorded CNCA questions on the peace agreement
- Appendix C - CEPPS Mali PMP March 2013 – February 2015
- Appendix D - PIRS-PITT New Indicators February 2015-end of project

