



EISA
Promoting Credible Elections and
Democratic Governance in Africa



Annual Report

2006



EISA

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Democratic Governance in Africa



Our Vision

“Promoting Credible Elections and Democratic Governance in Africa.”

Our Mission

Strengthening electoral processes, good governance, human rights and democratic values through research, capacity building, advocacy and other targeted interventions.

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ABOUT EISA

Our Vision

"Promoting Credible Elections and Democratic Governance in Africa."

Our Mission

Strengthening electoral processes, good governance, human rights and democratic values through research, capacity building, advocacy and other targeted interventions.

Type of Organisation

Independent, non-profit and non-governmental organisation whose focus is elections, democracy and governance in the Southern African Development Community (SADC) and the rest of the African continent.

Date of Establishment

July 1996

Our Partners

Electoral Management Bodies, political parties, civil society organisations, local government structures, parliaments, relevant governmental departments and donors.

Our Approach

Through innovative and trust-based partnerships throughout the SADC region and beyond, EISA engages in mutually beneficial capacity reinforcement activities aimed at enhancing all partners' interventions in the areas of elections, democracy and governance.

Our Structure

EISA consists of a Board of Directors, comprised of important stakeholders in the SADC region and beyond. It provides strategic leadership and upholds financial accountability. EISA has recently been joined by two highly regarded patrons.

The Executive Director is supported by a Finance and Administration Department and an Information and Communication Technologies Unit with several focused programmes:

- Elections and Political Processes (EPP)
- Conflict Management Democracy and Electoral Education (CMDEE)
- Balloting and Electoral Services (BES)
- Research, Publication and Information
- Local Governance
- Political Party Strengthening

EISA operates with a core staff drawn mainly from the SADC region. The organisation contracts regional, continental and international democracy and governance experts to support its activities.

CHAIRPERSON'S MESSAGE



A.L. Thoahlane

EISA Board Chairperson

December 2006

In 2006 I saw a man in rags, with no outward possessions and no hope, cast his vote in an election in one of the largest countries on the African continent, the Democratic Republic of Congo (DRC). I saw him make his mark earnestly and quietly. And with that gesture he was instantly transformed into a man who had hope, who had taken a stand and who was actively contributing to his own future. In that moment, I was unspeakably proud to be part of an organisation that had worked tirelessly to bring hope to that one man - and millions like him. 2006 was a year of incredible work for EISA with the consolidation and growth of projects conceptualised years earlier now starting to bear fruit. As EISA faced its 10-year anniversary with pride and celebrations, I was honoured to be the Chairman of the Board of Directors of such a ground-breaking organisation that began as a South African-based group and a decade later, stands tall, as a force of change in the Southern African Development Community (SADC) region and increasingly on the African continent.

During the decade 1996 – 2006, EISA made a unique contribution in bringing all electoral management bodies under one umbrella, known as the Electoral Commissions Forum of SADC countries (ECF). Formed in 1998, this body had EISA as its Secretariat until 2005 and today the Forum is a major player in the region. EISA also initiated the SADC Electoral Support Network (SADC ESN), a regional grouping of national civil society organisations (CSOs) working in the election field. The organisation has also built a regional network of university researchers and given them the means to develop strong expertise on electoral studies. EISA conducted ground-breaking work with these regional partners. For example the very first electoral

audit in the SADC region, gathering baseline information on electoral regulations, knowledge, regulations, practices, needs, challenges and opportunities. This process culminated in the development of what is now known as PEMMO (Principles for Election Management, Monitoring and Observation in the SADC region) and its adoption in November 2003 in Johannesburg, South Africa.

PEMMO principles were also used as a key reference document by the African Union (AU) as it developed its own guidelines in the AU Declaration on the Principles Governing Democratic Elections in Africa. The AU declaration was adopted in 2002 in Durban, South Africa. Equally important, EISA made tremendous contributions at each step of the development of the AU's African Charter on Democracy, Elections and Governance, which will be adopted in 2007. These initiatives with the AU have marked EISA's geographical expansion beyond the SADC region to encompass the whole of the African continent. EISA has a new vision and depth and this has characterised its work in the second half of its existence. The dreams of EISA's founders have now developed dimensions and scope not experienced before and the organisation has grown considerably, with a physical presence in several other African countries including Angola, the DRC and Mozambique. EISA's work has expanded to include the strengthening of political parties, support to the African Peer Review Mechanisms (APRM), local governance and decentralisation. From next year, EISA will also effectively implement a "legislative-strengthening" programme. Along with this vision, EISA has balanced work initiatives with finding and keeping good, highly regarded staff with a **wealth** of **experience** and expertise.

I was also proud to assist in the opening of the EISA's inaugural three-day symposium as part of its 10-year anniversary. The conference, entitled "Challenges for Democratic Governance and Human Development in Africa" was attended by over 200 people from across Africa and provided an appropriate platform for African civil society representatives, parliamentarians, government officials, political party leaders, academics and municipal authorities to engage in policy dialogue. This symposium is expected to be held every year in order to contribute and **facilitate** dialogue around issues of democracy & governance in Africa. The celebrations culminated in a gala dinner attended by stakeholders, donors, EISA's Board and staff.

EISA's expansion strategy has been nurtured by the constantly changing needs of a continent in which democracy has flourished over the past few years. As countries move to embrace democracy, there is a constant need for technical expertise, sound advice, guidance, experience-sharing, peer support and learning, resources and training in order for governments and other role-players to help establish democracy. For most countries, to finally hold elections is a major step but to ensure that good democratic structures, principles and practices are **upheld**, one must ensure that democracy and democratic governance pervades all aspects of public life. EISA has committed itself to providing technical assistance in contributing to sustainable democracy in Africa. This is seen in our contribution to democratic efforts in as varied countries as Angola, Burundi, Botswana, the Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe over the past

decade. We have contributed to both landmark elections and decisions as well as battling hostile country contexts. In these countries, we have seen needs that have not been addressed and we have adapted our programmes to be able to fill these gaps. Apart from our highly-praised and successful election and democracy programmes, we have adapted our programmes to include effective conflict management programmes in some of the countries mentioned above, as well as addressing post-election needs with specific programming.

EISA's strategy continues to be underpinned by achieving financial sustainability. At a time when many donors are re-prioritising their objectives and focus, and are leaving countries where, in some cases, they have been working for many years, it is important that EISA maintains a degree of financial autonomy and sustainability. With this in mind, the EISA team, who has been working towards this goal over the years, finally identified and bought a building that is fit for their needs. I inaugurated the EISA HOUSE building in Richmond, Johannesburg at a ceremony attended by stakeholders and friends. Not only was this a good investment – approved by the Board in 2005 – but it also signals a sense of permanence, growth and financial prudence.

EISA has made many great strides in the course of 2006. It has managed to diversify and deepen its programmes and, in addition, has expanded its donor-base during a time characterised, in many sectors, by donor fatigue. It has grown, attracted and kept a pool of skilled staff that successfully reflects the diversity of the continent. Our participation in the ACE Electoral Knowledge Network, a global initiative launched in the middle of the year in Ottawa, Canada must be seen in line with our efforts to contribute to the professionalisation of election management

I travelled to the DRC in October as part of the EISA observer mission. It was a chance to contribute to the international effort of ensuring that elections were monitored. However, it was also a chance to see EISA staff successfully tackling a difficult environment; organising and running one of the biggest EISA missions to date; being supported by their country office - which also continued with programme activities; seeing the results of EISA's training and interventions and knowing that we had laid the groundwork for democracy in a country previously wracked by war and dissention. It was further irrefutable proof that our expansion strategy had been a bold but very successful venture. In 2007, EISA's Board will continue to support the Executive Director, his management team and staff in their efforts to promote governance and entrench democracy on the continent. A great man once said, "A good democracy must be progressive or it will soon cease to be a great democracy."

We will continue to support the fight to build great democracies on the African continent.

EXECUTIVE DIRECTOR'S REPORT



Denis K. Kadima
EISA Executive Director
December 2006

2006 will be remembered as the greatest year in EISA's decade-long existence. Ten years of work culminated in the development of effective models of intervention in transitional and post-conflict societies, as well as successful programme and project implementation, thereby making a direct contribution to EISA's vision of promoting credible elections and democratic governance in Africa. Years of groundwork aimed at providing technical assistance to electoral management bodies (EMBs), civil society organisations (CSOs), academia, national and sub-national governmental institutions and their representatives, and political parties, have led to a better understanding of the challenges and opportunities for democratic development not only in the Southern African Development Community (SADC) region but also increasingly in the rest of the continent. EISA's programming has matured and is bearing fruit in terms of the establishing and/or deepening of peace and democracy. The organisation has consolidated its unique position and role as a leading African organisation in the election, democracy and governance fields.

Our highly-committed and effective staff members have helped a country like the Democratic Republic of Congo (DRC) to hold their first multi-party national and provincial elections in 41 years successfully, with programmes ranging from constitution and law-making, design of election-operation processes, election administration and observation, civic and voter education, as well as election-related conflict management. Angola has also received a great amount of support from EISA as the country takes steps toward holding its first democratic elections since its failed attempt in September 1992. Although the date of the

Angolan elections has been unclear, the capacity of political parties, CSOs and the EMBs to participate effectively in the electoral process is being enhanced incrementally. This year, we also began to work on strengthening political parties in Sudan, in collaboration with three other partners.

In those countries which have had more than one successful general election, EISA has focused its efforts on providing technical assistance in areas such as election reform, quality of elections, citizen participation in local governance and, increasingly, in the legislative process, election observation as well as the implementation of activities aimed at improving gender parity in decision-making political institutions. Such countries include Botswana, Mauritius, Mozambique, South Africa, Tanzania and Zambia.

In order to continue to be relevant and valuable to the region, EISA has joined the ACE Electoral Knowledge Network as one of the seven partners of this global initiative. This network aims to promote more professional and sustainable administration of elections through the creation of an electoral knowledge network centred on knowledge services, knowledge networking, regional resource centres, and capacity development. ACE was launched globally in May 2006 in Ottawa, Canada and includes many partners with the main seven being EISA, Instituto Federal Electoral of Mexico (IFE), IFES, International IDEA, the UN Electoral Assistance Division, UNDP and UN Department of Economic and Social Affairs. Since the global launch, there have been regional launches in a variety of places all over the world. Rev A. Litsure, former President of the Electoral Council of Mozambique and Chairperson of the Electoral Commissions Forum of the SADC countries (ECF), formally conducted Africa's launch in Johannesburg, South Africa on 9 November 2006. The event was included in a series of high profile events that marked EISA's first Annual Symposium and was combined with the organisation's celebration of its ten years of existence.

This year, EISA consolidated its work with the African Union (AU) through a number of activities, including providing technical expertise on the drafting of the African Charter on Elections, Democracy and Governance and holding discussions to formalise the partnership between EISA and the Pan-African body in the field of election observation among others. The AU and EISA are also engaged in discussions to formalise their general working relationship. In addition EISA will consolidate its working relationship with the Pan African Parliament (PAP). EISA is already raising initial funds for the implementation of a programme aimed at reinforcing the capacity of the AU and the PAP in election observation.

EISA is in the process of finalising its Africa Democracy Strengthening programme which will be aimed at working with the AU and the PAP regarding election observation on an ongoing basis as well as allowing the organisation not only to expand its geographical coverage beyond the SADC region but also to embrace new areas of work such as support of African CSOs for their successful participation in the African Peer Review Mechanism (APRM) processes, local governance and legislative processes.

In 2006, EISA bought its own premises located at 14 Park Road, Richmond in Johannesburg, South Africa and we moved into our building in the first quarter of the year. The Chairperson of the EISA Board of Directors, Mr Leshele A. Thoahlane inaugurated the building as part of our 10-year anniversary celebrations. This purchase must be seen in line with our tireless efforts of continuing to achieve some degree of financial sustainability. Our various departments have either expanded the reach of their work or taken special steps to improve the quality of this work. The Research Department, for example, is about to complete a major regional programme on "Consolidating Democratic Governance in the SADC region", which has helped inform several of our new generation of non-election related programmes. Many useful publications connected with this work will be produced in 2007. The Balloting and Electoral Services Department (BES) has conducted several high profile elections, such as the Congress of South African Trade Unions (COSATU), South African Democratic Teachers Union (SADTU) and has also expanded its clients beyond the African National Congress (ANC) to include new political parties like National Democratic Convention (NADECO) and the United Independent Front (UIF).

Once again, EISA's success is dedicated to our staff, both at the Johannesburg Head Office and in the Field Offices. They have demonstrated a high level of commitment, resourcefulness and professionalism often in very difficult political and social contexts. I extend heartfelt thanks to the EISA Board of Directors for providing leadership, guidance and strategic direction. I am also thankful to our patron, Sir Ketumile Masire, for his support and involvement in EISA's work despite his busy schedule.

I cannot end this report without expressing my gratitude to our partners in various countries and at local, regional, pan-African and global levels for the mutually beneficial working relationships built over the years. We are indebted to our donors for their trust in us and in our ability, capacity and capability to deliver the results and outcomes of our programmes and projects. Their confidence and assistance have allowed us to contribute to the consolidation of peace and democracy on our continent.



1. Zahira Seedat 2. Robyn Smith 3. Denis K. Kadima

PROGRAMME REVIEW



1. Dieudonné Tshiyoyo 2. Nosipho Mokoena 3. Belinda Musanhu 4. Martinho Chachua

ELECTIONS AND POLITICAL PROCESSES

1. Overview

In early 2006, the Elections and Political Processes Department (EPP) held its strategic planning meeting. The meeting was aimed at reviewing the strategic direction of the Department, as well as defining key priorities for 2006. In line with a proposed expanded EISA vision, and EPP's redefined core business and main thrust in 2006 of deepening its current activities in the SADC (South African Development Community) region and developing strategies to expand in the rest of the continent, the Department reaffirmed its commitment to:

- I. Facilitate the development, raise awareness and monitor the use of election principles and good practices in Africa, as well as assist election stakeholders i.e. election management bodies (EMBs), civil society organisations (CSOs), political parties and voters, to play their roles **effectively** in the electoral process;
- II. Promote a political environment conducive to free, fair and credible elections by influencing key election-related political processes such as the use of public resources, election-campaigning, delimitation of constituencies, voter registration, participation of special sections of voters, i.e. the youth, women and physically challenged people;
- III. Spearhead the production, dissemination and sharing of election related knowledge among election practitioners.

EPP analysed the needs of the Department as well as the growing needs and challenges of the region. It concluded that, as elections both in the region and on the continent as a whole become more the norm, the challenges become more complex and more technically-sophisticated. The Department therefore felt the need to embark on the capacity-development of its staff in key aspects of its work such as in election administration training and techniques for voters' roll audit.

During the reporting period, the Department had a staff complement of four - Mr Martinho Chachua (Manager), Ms Belinda Musanhu (Senior Programme Officer), Mr Dieudonné Tshiyoyo (Programme Officer) and Ms Nosipho Khumalo (Senior Programme Assistant).

2. Activities

The Department's long-term purpose, in terms of its strategic alignment, is to see the SADC region, and Africa as a whole, holding credible elections. The EPP believes that a key element in pursuing this purpose is the enhancement of the professionalism of election stakeholders, in particular election managers and election observers. This entails a change in behaviour which comes about as a result of long-term changes in values and behaviour. The EPP's efforts have therefore been focused on developing good election principles and practices as well as promoting the entrenchment of these two. The EPP continued to raise public awareness and facilitate the practical usage of the Principles for Election Management, Monitoring and Observation in the SADC Region (PEMMO) for the purposes of managing and assessing elections. PEMMO was

successfully launched in countries holding elections in 2006, including Zambia, the Democratic Republic of the Congo (DRC) and Madagascar. PEMMO was also used by EISA regional election observer missions in all these countries as the standard for observing the elections.

As the three-year programme geared to the promotion of PEMMO came to an end in December 2006 and, based on the lessons learned during the implementation of the PEMMO project, the EPP developed a follow-up programme for an additional four years. This project, entitled "Enhancing the Capacity of Election Practitioners" (ECEP), is the embodiment of the Department's strategic thrust as it contains elements of both continuity and expansion of its work in the region.

The EPP also successfully coordinated EISA's participation in the ACE Knowledge Network. This entailed three main milestones. Firstly, EISA managed to complete the updating of the voting and vote-counting operations topic area of ACE. This was subsequently uploaded onto the website and is now part of the resources on this comprehensive web page. The ACE 2 Knowledge Network and its website were launched in Ottawa, Canada in May 2006 and EISA has subsequently led the Southern African regional launch of ACE in October 2006. Secondly, EPP successfully coordinated EISA's participation in all statutory ACE meetings over the period under review. Finally, EISA completed the Capacity Development Component Base Project in partnership with UNDP/NY and secured funding. Over and above these three main areas, EISA has contributed to articles for the Election Today publication of the ACE Network.

3. The emerging impact

The EPP strives to promote credible elections through the development and dissemination of sound election principles and good practices, as well as capacity-building for various electoral stakeholders. Over the period under review the focus has been on the popularisation of PEMMO. While it is still too early to be able to identify the impact of EISA's work in promoting election principles, the level of awareness of PEMMO around the region is clearly an indication of an emerging impact. PEMMO has established itself as the most authoritative set of principles in the SADC region. EMBs, political parties and CSOs across the region have either used, referred to or quoted the document. All indications point to the fact that most election stakeholders in the region are aware of the principles. Some have started to incorporate them into training materials, assessment tools and handbooks. Election reform processes are increasingly being informed by the principles enshrined in PEMMO. Although it is not easy to document this, the awareness that has been raised, the informal acceptance and ad hoc usage is expected to be translated into permanent and systematic practices which will contribute to ensuring free, fair and credible elections. Through the EPP's work in the ACE Knowledge Network, EISA has become an active member of the most reputable global election network. This involvement will assist in exposing the Southern African region and the rest of Africa to global trends in election administration.

4. Plans for 2007

In 2007 the EPP will continue striving to enhance the capacity of election practitioners through

a number of targeted interventions including promoting PEMMO, training, facilitation of peer learning, support and exchange of experiences. The EPP will also continue to deploy regional observer missions to all elections in the region. As part of its expansion, the EPP will be working with regional and continental institutions, such as SADC and the African Union (AU) in the area of election observation with a view to enhancing their ability to professionally observe elections.

Over the next few months the EPP, on behalf of the ACE Knowledge Network, will be piloting a "Capacity Development in the SADC Region" component which will be aimed at consolidating the capacity of EMBs.

The Department will continue to train its staff in election administration so that it is able to provide the much-needed assistance to EMBs in Africa on an on-going basis.



Zambia Elections September 2006



Zambia Elections September 2006



Madagascar Elections December 2006



Madagascar Elections December 2006



DRC 2nd Round Elections July 2006



DRC 2nd Round Elections July 2006

CONFLICT MANAGEMENT, DEMOCRACY AND ELECTORAL EDUCATION



1. Ilona Tip 2. Yvette Walljee 3. Sherri La Mottee 4. Bronwen Wilson-Thompson

1. Overview

Over the past year the Conflict Management, Democracy and Electoral Education (CMDEE) has shifted its mode of operation from being project-driven to consultancy-based. The Department has relied on its **responses** to tenders and **requests** to assist with the development of **materials** and **programmes**, as well as facilitation, for revenue generation. The Department has extended its services across the organisation, for example to the Local Governance Unit through the development of training materials and has also assisted other Departments such as the Electoral and Political **Processes** Department (EPP). The CMDEE's **assistance** enabled the EPP to facilitate workshops in the area of electoral observation and conflict management. This reporting period reflects the shift in focus of the CMDEE.

2006 was marked by a number of strategic opportunities for the CMDEE. On a national front in South Africa, the Department extended and enhanced its support at local government level through the design and development of a range of manuals, guides and resource books. The CMDEE also continued its collaboration with local organisations in re-establishing the South African Civil Society Coalition to recruit, train and deploy election observers for the 2006 local government elections.

The CMDEE broadened its reach by supporting the infusion of democracy, human rights and peace-building in the formal curriculum of SADC through the finalisation of the Democracy, Human Rights and Peace Education series at regional level.

At a regional level, the CMDEE consolidated the EISA electoral conflict management model through its Democratic Republic of Congo (DRC) field office programme via the training and deployment of 3000 mediators in the run-up to the national and provincial elections.

The CMDEE Department also partnered with the Department of Education to launch the "Hands up for Democracy" competition.

Department activities were carried out by the four staff members, namely, Ilona Tip Senior Advisor, Sherri Le Mottee, Curriculum Specialist and Project Manager, Bronwen Wilson-Thompson, Assistant Materials Curriculum and Yvette Walljee, Programme Assistant.

2. Activity highlights

2.1 Democracy and Human Rights in the Curriculum

The CMDEE has, over the year, worked closely with the South African Department of Education (DOE) in supporting its policy of promoting a culture of democracy and human rights in, and through, education. This has been undertaken through a number of varied initiatives. In 2006 EISA was involved in two collaborative processes with the Department of Education through its Race and Values Directorate.

2.2 Support to the South African National Department of Education Race and Values Directorate

CMDEE facilitated strategic-planning and capacity-building programmes on behalf of the Department of Education (DOE). The programmes were conducted for office-based educators and were held across seven provinces. The focus of the programme was the implementation of policies which address non-discrimination and integration of schools in South Africa. These programmes were well-received and gave EISA the opportunity to raise its profile both with the DOE and within provincial departments.

2.3 The "Hands up for Democracy" Award

This initiative has also been undertaken by EISA in collaboration with the DOE. We believe that this award makes an important contribution to the role that education can play in supporting the development of democracy whilst recognising the role of young people in that process. The award was launched at the EISA gala dinner as part of its anniversary celebrations and will be adjudicated in the middle of 2007. The award took the format of a national essay writing and fine arts competition. The competition was officially launched at the EISA 10th anniversary symposium held in November 2006.

2.4 Democracy, Human Rights and Peace in Education

At a regional level, EISA, in consultation with its regional partners, designed a generic resource pack for schools on the subjects of implementing a democracy, human rights and peace education programme. The series was developed following a review of the infusion of human rights and democracy into the curriculum in six SADC countries, namely Botswana, Lesotho, Malawi, Mozambique, South Africa and Zambia. The review was underpinned by efforts of the Education Departments in each country to meet the requirements of the 2000 World Education Forum in Dakar that developed the Dakar Framework as a collective commitment to action Education For All by 2015.

The series is presented as a set of four books which includes the theoretical framework implementing a whole-school programme as well as its place in the curriculum and lesson plans. Similar work is being done in other parts of the world and EISA has taken the lead in this regard in the SADC region.

Book 1: Human Rights, Democracy and Peace in Education: An Exploration of the Concepts

Book 2: Human Rights, Democracy and Peace in Education: A Whole School Approach

Book 3: Human Rights, Democracy and Peace in Education: In the Curriculum

Book 4: Human Rights, Democracy and Peace in Education: Learning and Teaching

This was an extremely exciting and enriching experience as the workbooks provide a resource for educational institutions to develop knowledge, understanding, skills and values of educators so that they can effectively introduce human rights, democracy and peace into a whole-

school framework which will have the capacity to become an integral part of the curriculum. The material is an important response and outcome to both the Millennium Goals and the Dakar World Education Forum framework for collective commitment to the "Education for All" by 2015 goal.

2.5 Botswana Electoral Commission/University of Botswana Centre for Strategic Studies

EISA has been contributing to the Botswana Electoral Commission/University of Botswana Centre for Strategic Studies electoral administration training course. A CMDEE staff member contributed to both modules that have been run to date. The first module on "Basic Norms and Procedures for Electoral Administration" was held from 4 - 7 July 2006 and a CMDEE staff member presented on "Security on Elections". The second module "Electoral Systems Reform" was held from 25 - 29 September and the input by the CMDEE was "South Africa: A Case Study".

2.6 Developing user-friendly handbooks

The CMDEE works closely with the EISA Local Governance unit in supporting the roll-out of its activities. Its focus to date has been in South Africa. In particular the CMDEE has been involved in designing and developing user-friendly handbooks for local Councillors, which are outlined below:

- GTZ/Treasury Handbook for Municipal Councillors on the Municipal Finance Management Act;
- Department of Housing – Councillor Handbook;
- DPLG/GTZ brochure for Councillors on Intergovernmental Relations and supporting DVD;
- DPLG/GTZ brochure and supporting DVD for Councillors on Intergovernmental Relations

EISA was contracted by GTZ to assist in the preparation of a knowledge-management booklet on the emerging impact of the South African Department of Provincial and Local Government's (DPLG) Strengthening Local Governance Programme in the area of human settlements, urban renewal and urban government. EISA conducted interviews with a range of stakeholders and worked with three researchers on the analysis of the information. EISA was also required to convey the findings in user-friendly language.

2.7 DRC Conflict Management Programme

The Department supported the EISA DRC Field Office conflict management programme which was based on the EISA electoral conflict management model. The Department designed and developed an electoral conflict management programme and assisted in training mediators and facilitators in rolling-out the programme across the country. About 3000 mediators were deployed to the mediation hubs established in the various provinces. The mediators, through the hubs, helped to resolve conflicts in the weeks preceding the election, on election-day and

for a week in the post-election period. Statistics are being consolidated and analysed regarding the number and type of conflicts that arose as well as the results.

The EISA Head Office supported the DRC office in organising a conference, partnered by the Carter Centre, entitled "Consolidating peace and democracy through conflict management initiatives". The purpose of the workshop was to engage in a dialogue with stakeholders for the purposes of considering how conflict management can impact on the prospects for conflict prevention and reduction, successful democratic elections, and sustainable peace. The workshop was held on 20-21 July 2006 and was attended by over 120 participants. Topics included: The value of a conflict management model for emerging democracies; Democratic institutions and their role in conflict management; Comparative experience in conflict management and Institutionalising conflict management to deepen democracy in a post-election period.

2.8 Angola Conflict Management Programme

The CMDEE facilitated a five-day, "train-the-trainer" workshop with 30 participants in the "Democracy, Elections and Conflict Management Programme". The CMDEE was joined by Mr Zefanias Matsimbe from the EISA Mozambique office who assisted with the training. The Angola office continued with the project, facilitating further train-the-trainer workshops in various provinces.

2.9 Conflict Management Programme – Zambia

EISA facilitated a conflict management train-the-trainer workshop for the Zambian Electoral Commission (ZEC) in preparation for the 2006 September elections as the Commission had put in place a panel of conflict mediators. Additional material was ordered by the Commission for the trainers to conduct training for 1400 electoral staff.

2.10 Participation in conferences and workshops

CMDEE staff participated in a range of conferences and events including attending a Swiss Agency for Development and Cooperation (SDC) "Capitalisation Conference on Human Rights and Development" in Switzerland in September 2006. CMDEE staff members have provided support to the EISA regional offices with visits to Angola, Mozambique and the DRC. Two CMDEE staff members are members of the South African Qualifications Authority Standard Generating Body for Democracy, Elections and Conflict Management and participate in the Apartheid Museum Education Committee.

2.11 Capacity-Building Programme for Women in Politics and Decision-Making in Madagascar

The CMDEE participated in an EISA programme-formulation exercise in November to explore the development of Madagascar capacity-building programme for women in the political arena. The initiative was conducted in November/December 2006 jointly by the CMDEE and the Elections and Political Processes Department (EPP). A proposal, based on the findings of the

formulation exercise, was submitted and approved by donors. The proposal includes convening seminars for stakeholders on gender equity in the political and electoral processes, designing a manual and conducting workshops for prospective candidates and facilitators. The first draft of the manual has been prepared and discussions will be held with stakeholders on the content. Preliminary meetings with stakeholders, donors and relevant government authorities will take place in February 2007 to kick-start the project which is due to start in March 2007.

3. Impact

As an institution, EISA strives to have a multi-layered impact across civil society and institutions that support democratic governance, human rights, as well as free and fair elections. Whilst the impact of some of CMDEEs programmes are not easily measurable, such as its citizen participation programme and its capacity building programme at local level, the Department has been effective in a number of ways.

Firstly, at local level, the development of user-friendly handbooks for ward Councillors and ward committees, have been a valuable resource, making the legislation easily accessible and enabling locally-elected leaders to fulfil their functions and duties.

Secondly, through the conflict management programme, EISA has contributed substantially to, in particular, a smooth electoral process in the DRC where mediators were able to respond immediately to conflict situations. The realisation that there are alternative ways of resolving non-conflictual disputes that do not necessarily require litigation, can be seen by the fact that in some countries, such as South Africa, Zambia and the DRC, electoral legislation makes specific provision for the resolution of electoral disputes through mediation and conciliation.

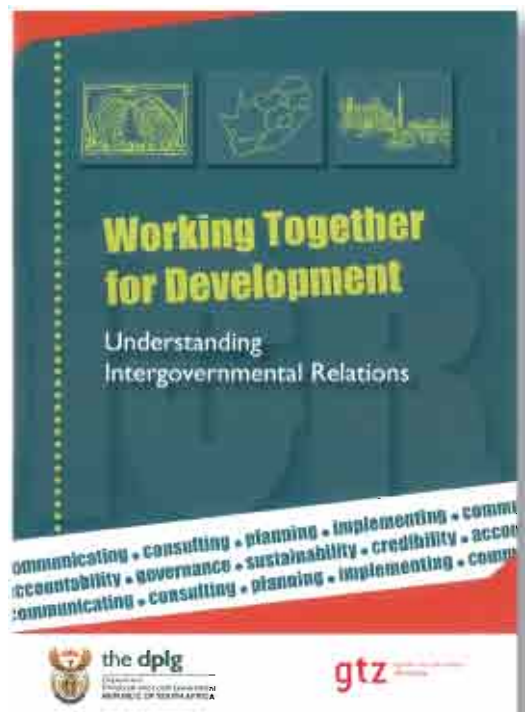
Whilst it is recognised that changing perceptions, values and mindsets is a long term process, the work that EISA has been doing with the Department of Education in South Africa and regionally has provided educators with a resource that they are able to use in the classroom.

The Human Rights, Democracy and Peace in Education guide contains practical suggestions of lessons and activities that are immediately implementable and that educators and learners can use. These guides explore and interrogate issues around democracy, applying human rights in the classroom and the broader society and highlight issues such as HIV and AIDS, discrimination and racism. EISA received extremely positive feedback to the guides as far afield as Nigeria where EISA received a response from a local civil society organisations for "producing the wonderful books and the colourful pictures which supports the projects we are carrying out, sponsored by the High Commission for Human Rights OCHR"

4. Preview of plans for 2007

Programmes and areas of departmental intervention in 2007 will include:

- Securing support for the extension and consolidation of the regional Democracy, Human Rights and Peace Education programme. The proposed consolidation phase will also seek to align activities with the Human Rights Education Focus of the UN linking the activities to the Education for All programmes agreed to at the 2000 Dakar World Forum Education conference.
- A long-term programme to develop young people's knowledge and skills in order to enable them to participate in society as leaders.
- Extending the current electoral conflict programme into a post-election programme that provides a resource for long term peace and stability.
- Extending the current capacity-building programme at local level to include strengthening the capacity of citizens to contribute to social, economic and environmental issues





RESEARCH, PUBLICATIONS AND INFORMATION



1. Grant Masterson 2. Jackie Kalley 3. Sydney Letsholo 4. Victor Shale 5. Beth Strachan
6. Khabele Matlosa 7. Bertha Chiroro 8. Tabogo Sambo 9. Nkgakong Mokonyane

RESEARCH, PUBLICATIONS AND INFORMATION

The Research Department contributes to the existing knowledge base on Democracy & Governance in Africa through research, publications, networking, policy- dialogue and information resources with a view to supporting current developments aimed at the institutionalisation of sustainable democracy.

I. The Research Programme

I.1 Programme Administration Issues

During the period under review, the Department implemented various programmes and projects in line with its 2006 Annual Plan which identified six main programme areas as illustrated in the table below.

Department activities were carried out by Dr Khabele Matlosa, Senior Advisor; Dr Jackie Kalley, Senior Publications Officer; Ms Bertha Chiroro, Senior Researcher; Mr. Victor Shale, Researcher; Mr. Grant Masterson, Researcher; Mr. Sydney Letsholo, Research Assistant; Ms Nkgakong Mokoyane, Programme Assistant.

While programmes and projects were undertaken in line with the 2006 Annual Plan, not all areas were covered adequately due to capacity constraints, which include limited human and financial resources.

During the year under review, the programmes and projects that the Department implemented are illustrated in the table below.

Area	Programmes / Projects
1. Political Institutions	Political Parties
2. Elections and Democracy	Electoral Reform
3. Gender and Governance	Enhancing Gender Equality
4. Democracy assessment	Consolidating Democratic Governance
5. New Partnership for Africa's Development (NEPAD) and Governance	Civil Society's Participation in the African Peer Review Mechanism (APRM) Process
6. Continental and Regional Integration	Development of the African Union's (AU) Charter on Democracy, Elections and Governance

RESEARCH, PUBLICATIONS AND INFORMATION *continued*

Area	Programmes / Projects	Coordinator
1. Political Institutions	Strengthening political parties for sustainable democracy in the SADC	Victor Shale
	Political Party Coalitions in Africa	Denis Kadima
2. Elections and Democracy	Botswana Electoral Reform Project	Bertha Chiroro
	Election Update 2006: South Africa's Local Government Elections	Khabele Matlosa
	Election Update 2006: The DRC's General Elections	Khabele Matlosa
	Malawi Electoral System Reform	Khabele Matlosa
3. Democracy assessment	Consolidating Democratic Governance in the SADC Region: Phase One	Khabele Matlosa
4. APRM	Enhancing Civil Society Participation in the APRM Process	Grant Masterson
5. Continental and Regional Integration	African Charter on Democracy, Elections and Governance	Khabele Matlosa

I.2 Consolidating Democratic Governance in the SADC Region: Phase One

The principal goal of the programme is to evaluate the progress that is being made in the area of democratic governance in the SADC region and to suggest strategies for appropriate reforms that will assist SADC member states to avoid democratic reversals against authoritarian rule and at the same time to facilitate the nurturing and consolidation of democratic governance in the region.

During the period under review, research work covering most SADC countries was completed. A regional research findings workshop was organised and held in Johannesburg, South Africa. In addition, EISA organised the annual symposium, which took the form of a major continental forum, under the heading of "Challenges of Democracy and Development in Africa". Key outputs included the Journal of African Elections, four occasional papers, and 13 research reports.

I.3 Strengthening Political Parties for Sustainable Democracy

The project was implemented in four SADC countries namely Botswana, Lesotho, South Africa, and Swaziland. The goal of the project was to help strengthen political parties in the SADC region so that they are able to play a meaningful role as key agents for sustainable democracy. This was to be achieved through a capacity-needs assessment, in-country dialogue workshops and a capacity-building programme which was tailor-made for political parties. Needs assessments were undertaken and workshops were held in Botswana, Swaziland and Lesotho. Both the needs assessment and dialogue workshops provided party members and leaders with an opportunity to talk openly, share problems facing them and help each other find solutions. Outputs included the contribution of articles to the Journal of African Elections and two research reports.

I.4 Election Update 2006: South Africa Local Government Elections

EISA has produced Election Updates for both general and local government elections in South Africa in 1999, 2000 and 2004 which have provided an invaluable source of information on the electoral processes for users such as the voters, the IEC, political parties, media, academics, civil society organisations (CSOs), foreign embassies, observer missions and the business community. Based on the important role and contribution of Election Updates, EISA embarked on a similar project for 2006 local government elections in partnership with our Local Government Unit. The significance of the 2006 Election Updates can be summarised as follows:

- It provided valuable information on the entire electoral process.
- It raised key policy issues for strategic intervention by newly-elected local authorities.
- It documented the developments by all stakeholders during the different stages of the elections.
- It provided a tool for the assessment of strengths and weaknesses of the electoral management process.

Outputs included a three-part series of Election Update 2006: South Africa's Local Government Elections, and one consolidated volume of the Election Update 2006: South Africa's Local Government Elections.

1.5 Election Update 2006: DRC's General Elections

In 2006, the DRC held its transitional elections (presidential, national and provincial assemblies). EISA produced a three-part series of Election Updates to chronicle important developments around the DRC's historic multiparty election focusing on three critical stages of the elections namely the pre-election period, polling day developments and post-election phase. Three issues of the Election Update, in both English and French, were published.

1.6 African Peer Review Mechanism (APRM)

This is a new project that the Department began implementing in October 2006. The focus of the project is to engage with civil society in South Africa and Mozambique on the implementation of the APRM country self-assessment in each country, and establish efficient monitoring and participation mechanisms during the implementation of the country action programmes. Outputs included an APRM CD ROM Toolkit, and an occasional paper on 'Defining Civil Society in the context of the African Peer Review Mechanism.

1.7 Botswana Electoral System Reform

The Department implemented a project on Botswana Electoral Systems Reform. It involved commissioning papers and holding a national conference in March 2006 in Gaborone, Botswana. The conference was organised in conjunction with local partners, Emang Basadi and the Women's Caucus and provided a forum for key stakeholders in Botswana to discuss the challenges presented by the current electoral system and to suggest possible remedial measures aimed at encouraging more participative and broadly-representative democracy in Botswana. The conference was opened by H.E. Festus Mogae, President of the Republic of Botswana.

1.8 Malawi Electoral System Reform

The Malawi Electoral Commission (MEC) requested EISA to undertake a study investigating challenges posed by the current electoral model for Malawi's democracy and propose remedial measures by way of institutional and policy reforms. The research report was completed and presented to a national stakeholder workshop in June 2006.

1.9 Inter-Party Relations in Botswana

The Botswana Inter-Party Relations project was undertaken in collaboration with local partners and involved exploration of ways to build collaborative and mutually reinforcing relations among parties. The project explored ways in which Botswana's parties could be better organised and their effectiveness enhanced for the sustainability and consolidation of the country's stable liberal democracy.

1.10 Party Coalitions in Africa

EISA undertook a study on coalition practices in five African countries, namely, Kenya, Malawi, Mauritius, Mozambique and South Africa. This was primarily a survey that was undertaken in the form of country papers that aimed to investigate coalition formation practices, their purpose, functioning and the reasons for their success/failures. The study also analysed these from a country-specific perspective taking into consideration the different conditions prevailing in each country. A key output was a book on 'The Politics of Party Coalitions in Africa', edited by EISA Executive Director Denis Kadima.

2. Policy Dialogue Series

2.1 EISA Annual Symposium, 2006

As part of the celebration of its 10th Anniversary (1996-2006), EISA held its inaugural symposium on the theme "Challenges for Democratic Governance and Human Development in Africa" in Johannesburg, South Africa on 8-10 November 2006. The Symposium attracted more than two hundred participants comprising academics, representatives of various research institutes, various diplomatic missions in South Africa, development agencies, civil society organisations, members of parliament, representatives of political parties, representatives of the election management bodies (EMBs), representatives from SADC, the African Union (AU), the Pan African Parliament (PAP), and the New Partnership for Africa's Development (NEPAD), the APRM and representatives of international organisations such as the International Institute for Democracy and Electoral Assistance (IDEA), the National Democratic Institute (NDI), the International Foundation for Electoral Systems (IFES), the Carter Center, the United Nations Development Programme (UNDP), Freedom House and the Netherlands Institute for Multiparty Democracy (NIMD).

The Project provided a dialogue forum for three days for various stakeholders in Africa to share ideas on challenges and prospects for the continent regarding democratic governance and human development in order to bring about policy changes at national, regional and continental levels.

3. Library and Publications

The Library continues to acquire and store publications that are important materials for EISA and other users. During the year, the Department produced the following publications:

3.1 Journal of African Elections

- Journal of African Elections Volume 5 Number 1, June 2006;
- Journal of African Elections Volume 5 Number 2, December 2006

3.2 Books

Kadima, D. (Ed). 2006. The Politics of Party Coalitions in Africa, Johannesburg: EISA/KAS

3.3 Election Updates

- Three issues of Election Update 2006: South Africa's local government elections
- Three issues of election update, 2006: Democratic Republic of Congo (DRC);

3.4 Occasional Papers Series

- EISA Occasional Paper No. 40 on 'Election Management and Observation in Southern Africa', by Khabele Matlosa;
- EISA Occasional Paper No. 41 on 'Security of Elections in Southern Africa', by Ilona Tip;
- EISA Occasional Paper No. 42 on 'Democratic Local Government Elections: A critical Review', by Sydney Letsholo;
- EISA Occasional Paper No. 43 on 'Defining Civil Society in the Context of the African Peer Review Mechanism', by Grant Masterson;

3.5 Research Reports

- Denis Kadima, Khabele Matlosa & Victor Shale 2006. 'Enhancing the Effectiveness of Political Parties in the SADC Region Through Public Outreach Programmes: Focus on Botswana, Lesotho, Namibia and Zambia', Research Report No. 29.
- Khabele Matlosa and Nandini Patel. 2006. 'Towards Electoral System Reform in Malawi', Konrad Adeeuer Stiftung;

3.6 Seminar/Conference Reports

- Khabele Matlosa and Victor Shale. (eds). 'The Impact of Floor-Crossing on Party Systems and Representative Democracy', EISA/KAS, Johannesburg.

4. Plans for 2007

4.1 Ongoing Projects

- African Peer Review Mechanism (APRM) pilot project

The focus of the pilot project will be on Mozambique as the country gears itself up for its self-assessment process and is bracing itself up for the implementation of the Plan of Action (POA).

There will also be a small component of the project focusing on South Africa following its completed review process.

- Strengthening Political Parties for Sustainable Democracy in the SADC Region

EISA is proposing a one-year regional project aimed at strengthening political parties as a way

of contributing towards sustainable democracy in the SADC region. The proposed project will provide capacity training in: gender representation in political parties; internal organisational arrangements; management and functioning of parties; leadership qualities within political parties; conflict and conflict management as well as inter-party relations.

- Consolidating Democratic Governance in SADC Region: Phase Two

As a sequel to the first phase of its programme on “Consolidating Democratic Governance in the SADC Region” outlined above, EISA intends to embark on a three-year Democracy and Governance (D&G) programme covering all 14 member states of the SADC region over the period 2007-2009.

4.2 New Projects in 2007

- Africa Democracy Strengthening Programme

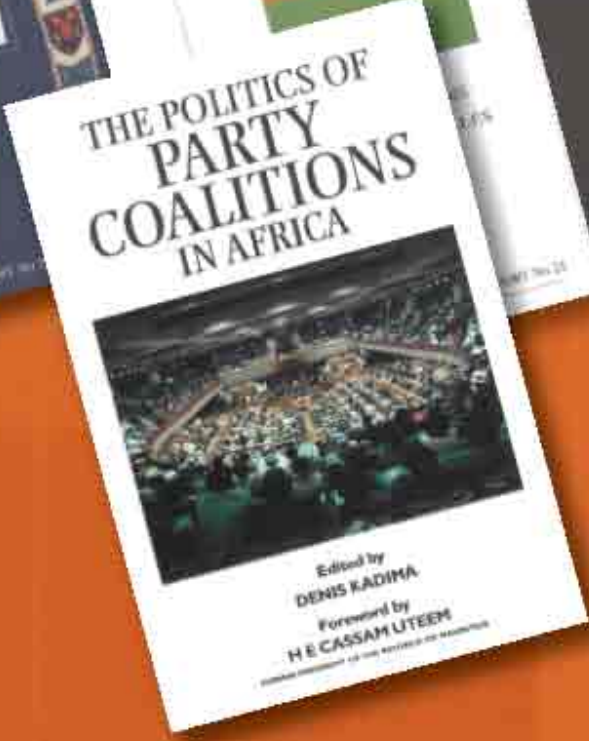
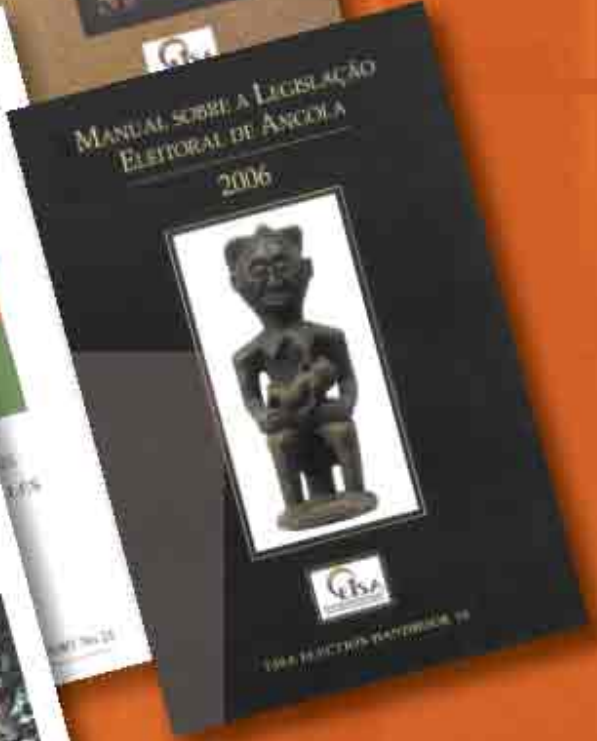
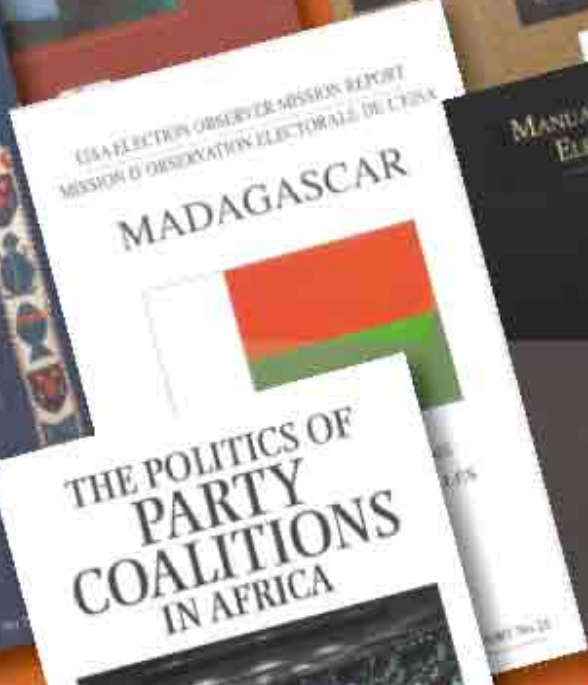
EISA intends to embark on a three-year programme aimed at enhancing its internal institutional capacity as the means to provide effective technical support to the African Union (AU) and the Pan African Parliament (PAP) in election observation as well as strengthening capacity of selected national parliaments on the African continent.

- Strengthening Political Parties in Sudan

EISA is involved in a three-year project aimed at strengthening the capacity of political parties in Sudan. This project is being implemented jointly with other partners including the International IDEA.

RESEARCH, PUBLICATIONS AND INFORMATION *continued*





BALLOTING AND ELECTORAL SERVICES (BES) 2006



1. Ncedisa Mthenjwa 2. Mlandell Tengimfene 3. Thobile Thomas

BALLOTING AND ELECTORAL SERVICES (BES) 2006

Overview

EISA aims to promote the appreciation and conduct of electoral democracy and governance within corporate and civil society organisations, statutory bodies and community-based organisations through the Balloting and Electoral Services (BES) Department. BES has developed a range of technical, management and advisory services that support the delivery of credible and efficient elections and electoral processes.

2005 was dedicated to improving the quality of services offered to beneficiaries. In 2006 the focus was on consolidating this work and also on exploring the development of value-added services. Progress in both these areas has been remarkable. Feedback from clients on the quality of services was consistently positive throughout the year. There were cost reductions which were derived from quicker turnaround times and introducing technology-based communication and voting systems

In 2006 the Department continued to make its services available to a range of clients. Despite a slight decrease in the actual volume of election activities, compared with 2005, the elections conducted in 2006 were generally of a high profile, such as COSATU, SADTU, NADECO and the UIF elections. The first three were solely responsible for the unprecedented media coverage enjoyed by EISA in 2006. Other highlights include Bonitas Medical Fund and the WWSA Board of Trustees.

Department activities were carried out by the three staff members, namely, Thobile Thomas, Manager; Mlandeli Tengimfene, Assistant Programme Officer, and Ncedisa Mathenjwa, Senior Programme Assistant.

Activity Highlights

Trade Union Office Bearers Election

The highlight of this cluster of clients was the national office bearers' elections for both the Congress of South Africa Trade Unions (COSATU) and the South African Democratic Teachers Union (SADTU). COSATU is the largest trade union federation in South Africa, with close to two million members while SADTU is one of its biggest affiliates.

The two were highly contested and the environment under which they were conducted was politically-charged and very tense. From an operational perspective, COSATU was extremely challenging with voting and counting for over 2,300 delegates being conducted within seven hours. The SADTU elections, on the other hand, were initially marred by allegations of irregularities but these were soon dismissed due to a lack of evidence. In spite of these challenges it is pleasing to report that both elections were completed successfully.

Retirement Fund Trustees

This category of elections hardly captures media attention presumably because of it being non-political in nature. However, they are procedurally and operationally the most complex. They often require the use of a combination of electoral systems, voting methodologies and operational technologies. Given that many are conducted either through post, facsimile or some form of remote voting, these elections tend to require more stringent security requirements.

In 2006 the Department had an opportunity to conduct the Bonitas Medical Aid as well as the Volkswagen Provident Fund Boards of Trustees elections. With over 230 000 members, Bonitas is the second-largest medical aid in South Africa. Conducting this election was exceptionally challenging from a procedural point of view because of the absence of an agreement over the interpretation and application of the election rules. As a result, the elections timetable was amended on several occasions due to court injunctions that were brought against the election process. The election was however eventually completed and many concluded that it was free and fair.

Intra-Party Democracy

The highlights in this category were the holding of the Provincial Executive Committee Election for the ANC, Eastern Cape; the National Executive Committee Elections for the National Democratic Convention (NADECO) as well as those of the United Independent Front (UIF). The ANC Elections drew media attention primarily because the province has the highest membership in the ANC and is therefore expected to have a decisive contribution to the leadership election at the ANC's national conference in December 2007. NADECO and the UIF share the characteristic of being parties formed following the floor-crossing window. The fact that these were new parties meant that they were without established or clear constitutional provisions for conducting the election process. The two organisations were, at the time of the elections, split into two factions which made it extremely difficult to broker agreement on election rules. The UIF election was completed despite objections from the one faction while the NADECO election could not be completed due to a series of court injunctions.

Conclusion

Experience over the past two years suggests that the climate under which organisational elections are conducted is changing. Not long ago, the independence of the election management agency was sufficient but this is however no longer the case, as recent elections have shown. There is a clear need for conflict management, facilitation as well as project management capacity. This is a welcome development if it is understood as a progression and maturation of the understanding of democracy among these organisations.

Preview of 2007

The lessons learnt in 2006 form a basis for the focus of 2007. While aiming to build on the achievements of 2007, the Department will also seek to take drastic measures to address some of the gaps identified. Most importantly, the Department will aim to position itself in order to better be able to handle some of the more complex electoral processes that are expected to take place in 2007 including the ANC National Conference, the Government Employees Pension Fund (GEPF) and the Implats Group Provident Fund.

We will intensify efforts to grow the scope of our service by focusing on specific measures to develop capacity to audit the effectiveness and appropriateness of governance systems and structures.

2006 ELECTION STATISTICS

	Completed	Client	Type of service provided
1	01 Jan 06	NUM Kimberly	Regional Office Bearers Elections
2	01 Jan 06	NUM Rustenburg	Regional Office Bearers Elections
3	01 Feb 06	NUM Womens Structure	National Office Bearers Elections
4	01 Mar 06	UJ House Committee	House Committee Elections
5	01 Mar 06	WITS SRC	Constitutional Review
6	03 Apr 06	SAUS NEC	National Office Bearers Elections
7	29 Apr 06	SASFU National	National Office Bearers Elections
8	01 May 06	NUM National	National Office Bearers Elections
9	01 May 06	SATAWU Gauteng	Regional Office Bearers Elections
10	01 Jun 06	SATAWU Eastern Cape	Regional Office Bearers Elections
11	01 Jun 06	SATAWU KwaZulu Natal	Regional Office Bearers Elections
12	01 Jun 06	SATAWU North West	Regional Office Bearers Elections
13	01 Jul 06	COMMED	Board of Trustees Elections
14	01 Jul 06	SATAWU Free State	Regional Office Bearers Elections
15	01 Jul 06	SATAWU Limpopo	Regional Office Bearers Elections
16	01 Aug 06	POLMED Medical Aid Scheme	Board of Trustees Elections
17	01 Aug 06	SAMDA	Board of Trustees Elections
18	01 Aug 06	SAMWU Medical Aid Benefit	Board of Trustees Elections
19	01 Aug 06	SAMWU National	National Office Bearers Elections
20	01 Aug 06	SATAWU Northern Cape	Regional Office Bearers Elections
21	01 Aug 06	SONKE Consulting	Programme Evaluation in Durban Municipalities

	Completed	Client	Type of service provided
22	01 Aug 06	SATAWU Western Cape	Regional Office Bearers Elections
23	01 Sep 06	COSATU	National Office Bearers Elections
24	01 Sep 06	CUT	National SRC's Constitutional Amendment
25	01 Sep 06	SADTU National	National Office Bearers Elections
26	01 Sep 06	SATAWU Mpumalanga	Regional Office Bearers Elections
27	01 Sep 06	UJ SRC	Student Representative Council Elections
28	01 Sep 06	United Independent Front	National Office Bearers Elections
29	15 Sep 06	SATAWU National	National Office Bearers Elections
30	25 Sep 06	PAC National	National Office Bearers Elections
31	01 Oct 06	ANC Alfred Nzo	Regional Office Bearers Elections
32	01 Oct 06	NADECO	National Office Bearers Elections
33	01 Oct 06	TUT SRC	Student Representative Council Elections
34	01 Nov 06	Bonitas Medical Scheme	Board of Trustees Elections
35	01 Nov 06	BSTEP	Board of Trustees Elections
36	01 Nov 06	Gauteng Commuter Organisation	Provincial Office Bearers Elections
37	01 Nov 06	VWSA Provident Fund	Board of Trustees Elections
38	01 Dec 06	ANC Eastern Cape	Provincial Office Bearers Elections
39	01 Dec 06	ANC Ehlanzeni	Regional Office Bearers Elections
40	01 Dec 06	ANC Nkangala	Regional Office Bearers Elections
41	01 Dec 06	Pniel Community Property Association	Monitoring and Recording Meeting Proceedings
42	01 Dec 06	SANCO National	National Office Bearers Elections

LOCAL GOVERNANCE UNIT



1. Maureen Moloi 2. Themba Nkwinka

Introduction

2006 was both an exciting and challenging year for the Local Governance Unit. It was a year during which South Africa held the second elections for its new system of local governance. During the same year, the Local Governance Unit unveiled two new approaches to its efforts to enhance participatory democracy at a local level i.e. train the trainer (ToT) and the Civil Society Support Programme. Moreover, the unit embarked on 2006 local government elections oriented programmes i.e. the civic education programme and the election update series.

Departmental activities were carried out by Mr Themba Nkwinika, Programme Officer and Ms Maureen Moloi, Programme Assistant.

Local Government Elections in South Africa (2006)

As a way of contributing to enhancing the democratic and participatory nature of local government elections, EISA collaborated with the Open Society Foundation for South Africa (OSF-SA) to conduct civic education programmes and compile an Election Update Series publication.

Civic Education Programmes

The overall objective of the civic education programmes were to make citizens aware of local governance issues and enlist their participation in the local government elections. The need for such an exercise was necessitated by the low voter turnout during the 2000 local government elections, the dissatisfaction about local governance displayed by residents in various parts of the country and the apparent increased lack of confidence in the service delivery abilities of local authorities. The civic education programme focused on the role and functions of local government and the rights and responsibilities of communities in local governance. The programme enhanced the ability of regional and local civil society organisations and community radio stations to conduct their local government electoral education programmes. It also provided them with comprehensive, informative and user-friendly materials that served as resources for various local government electoral education programmes as well as the initiatives launched by EISA during the South African national and provincial elections in 2004 to ensure that the programme included as many people as possible.

Election Update Series

The objective of the Election Update Series was to document the 2006 local government elections, beginning with the period before, during and after the elections through research and publications. It provides an account of electoral activities that took place in all of South Africa's nine provinces. The election update was packaged and published into a three-part series i.e. pre-election phase; election phase and post-election phase. At the end, a Compendium consisting of all the three phases was compiled and published in a book format. The Election Update Series serves as an invaluable source of information on the local government electoral processes for

users such as political parties, the voters, the IEC, media, civil society organisations, embassies, observer missions and the business community. It provides relevant information around the electoral process and highlights some of the challenges that the elected representatives will have to contend with when they take up office.

Train the Trainer (ToT)

This approach to implementing the project was developed and tested during 2006. The approach rests on two pillars. The first pillar is a sustainable approach to ward committee capacity-building processes in municipalities and which will provide a basis for EISA's future work on ward committees. The second pillar is the establishment of municipal ownership of ward committee capacity-building processes by taking into account certain responsibilities in implementing the project. For this process, a handbook and a facilitators guide was developed. The approach was used with success during the Councillor induction process commissioned by the South African Local Government Association (SALGA) as a way of introducing the newly-elected Councillors in their new roles and responsibilities.

This approach was employed in the ward committee induction processes in Ukhahlamba District (Eastern Cape) and Ehlazeni District (Mpumalanga). Municipalities assembled a team of potential trainers drawn from municipal officials, Councillors and community development workers who would be given the skills to conduct ward committee induction in all the local municipalities. The training programme armed trainers with content issues on matters of local governance as well as facilitation skills. This team remains a resource for the district and local municipalities and can assist their respective municipalities in facilitating future training and other interventions.

Civil Society Support Programme

In the period 2003-2006, EISA's efforts to enhance participatory democracy at local level centred on ward committee support and did not focus sufficient attention on grassroots structures such as civil society organisations and other community-based organisations. These efforts were based mainly on a reasonable assumption that the function and composition of ward committees, as envisaged in the Municipal Structures Act 2000, would be representative forums wherein all community structures would be that of representation in ward committees.

Thus there would be no need to have alternative forums. However, our own experience, and those of other practitioners, indicated that the ward committee system was not an adequate mechanism and the need for alternative avenues for civic participation in the governance of their localities.

It is against this backdrop that EISA embarked on a project that aimed to enhance the capacity of civil society organisations to participate in municipal processes. For 2006, the project focused on orientating civil society organisations in matters of local governance, on one hand, and to

verify the support needs for civil society organisations in their quest for democratic, accountable and participatory local governance. The civil society support programme was implemented at Ukhahlamba (Eastern Cape), Ehlazeni (Mpumalanga), Thaba Mofutsanyana (Free State) and Ugu (KwaZulu-Natal) district municipalities. The activities in the four districts provided EISA with invaluable insight into the area of civil society support and provided a benchmark for future activities.

Looking ahead

EISA's local governance work will continue to contribute to the expansion of participatory democracy at a local level. The experiences during 2006 culminated in a realisation that local democracy's vibrancy is contingent upon the presence of as many role players as possible and the existence of alternative spaces for civic participation beyond the conventional structures provided for in various pieces of legislations. To this end, EISA will channel its energies **towards** enhancing the capacity of civil society organisations to participate in the governance of their localities. In 2007, EISA will gradually expand its local governance programme beyond South Africa. A special attention will be paid to the Democratic Republic of Congo.

INFORMATION AND COMMUNICATION TECHNOLOGY



1. Alka Larkan-Grobler 2. Deane Stuart

Overview

The Information and Communication Technology (ICT) Unit provides support to the organisation as well as assisting in the technological aspects of EISA's programmes. It is also responsible for the EISA website and uses this as a vehicle to publish information on democracy and governance in Africa as well as to publicise EISA's programme areas and project activities. In 2006 EISA focused on the DRC elections, the head office move to EISA House and the celebrations marking our 10-year anniversary.

Unit activities were carried out by two staff members, namely, Alka Larkan-Grobler, Senior Programme Officer; and Deane Stuart, Researcher.

Activities and Achievements

The unit used the opportunity of the move to the new EISA offices to upgrade the network and migrate to a more efficient mail system. The 10-year anniversary was marked by an overhaul of the EISA website to reflect current trends in web development. New features on the website include a comprehensive, annotated links directory, a photo gallery and a press page. The website features one of the most accurate, up-to-date African election calendars on the Internet. This is part of our approach to information provision: meticulous attention to detail through rigorous research.

Other achievements were the completion of ICT aspects of the Mozambique Documentation Centre, which is the first phase of the Resource Centre Project run by the EISA Library. However, the Centre is still using the old database pending funding for the broader project envisaged for 2007.

A code audit of EISA's bespoke EVS software was successfully completed by independent consultants and a very useful report was delivered. Future developments to the software will reflect the recommendations made in the report in order to enhance its ability to place EISA at the forefront of providing balloting and elections services.

ICT assisted EISA's African Peer Review Mechanism (APRM) Unit by designing and developing the format for the APRM Toolkit, to be published in 2007 as well as a CD-ROM. ICT is also producing the CD-ROM.

Impact

ICT's work supports the activities of all EISA's departments and field offices. In 2006, the unit contributed to the strategic work of the organisation by developing and publishing content in a uniquely accessible format (web, CD-ROM, etc). ICT aims to provide a service and products that are of keen interest to EISA's stakeholders. The fact that site visits and downloads are increasing every month is testament to the success of this goal. The new website provides a more user-friendly information architecture, and is attracting more traffic than ever. Most visitors

are interested in EISA publications (many are available for free download after being added to the website) and the detailed pages on SADC politics and elections.

In addition, we aim to provide constant, friendly support to our staff in order to help them to work optimally in conditions that are often made difficult by the financial and logistical constraints of the sector. The efficient realisation of many of their goals and objectives is, in part, made possible by the infrastructure and support that ICT provides.

Preview of plans for 2007

With the expansion of the EISA staff complement, an ICT intern will be hired in 2007 to assist with support tasks, documentation and the EISA intranet. The intern's work, organisational integration and skills development will be monitored in line with EISA's Internship Policy. Other tasks for 2007 include consolidating the EISA Style Guide in order to facilitate quality assurance; the EISA Knowledge-Management (archiving) Project to be scoped and possibly implemented by the ICT Department in conjunction with the Library; establishment of an EISA email newsletter to inform stakeholders of new events, programme activities, achievements and publications, as well as to promote new content on the website.

Programmatic

Country resource centres will be established in conjunction with the EISA Library. This will entail the migration of the bibliographic database of library holdings to a more effective system, and ultimately to the EISA website, so that stakeholders are able to search the holdings of all the resource centres via the Internet.

The APRM CD-ROM will be completed and this content will be uploaded to the EISA website.

The Online Democracy Encyclopaedia will be developed and maintained by the ICT Researcher as part of the Consolidating Democratic Governance in the SADC Project, Phase II. This is extensive work that will extend over a three-year period and will focus on politics, governance and elections in the SADC region. It will include comparative data and a special section on gender. The structure of the pages will be changed to reflect new ideas in user interface design for displaying complex information.



ANGOLA OFFICE



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1. Augusto Santana 2. Justina Cumbe 3. Fatima Barres Neto 4. Eunice Reis 5. João Mauricio De Oliveira
6. Kambeu Mukonda 7. Serafim Melo

I. Overview

EISA Angola undertook many successful events during the year, and made great strides in the implementation of its ground breaking programme while facing several internal challenges. The programme, "Strengthening the Capacity of Electoral Stakeholders in Angola for their Credible and Successful Involvement in the Democratic Process", is aimed at providing technical assistance to election stakeholders, sharing regional experiences and facilitating dialogue among Angolan role players.

After an extended period of uncertainty, voter registration finally started on 15 November 2006 following an official announcement by the Cabinet in September 2006. EISA's programme had originally been formulated with a targeted election date in 2006. However, no election-date announcement was made. During the first half of 2006, the Inter-Ministerial Commission for the Electoral Process (CIPE), the body entrusted with the registration of voters, carried out a series of exchanges with different electoral stakeholders to demonstrate the technological solution to be used for the voter registration process.

In August 2006, the Council of Ministers approved and announced the voter registration calendar to be launched in November 2006. The announcement was followed by a methodology meeting between the CIPE Coordinator and civil society organisations (CSOs) to announce the beginning of the electoral education campaign. During this meeting, the CIPE announced its decision and commitment to collaborate with the CSOs to ensure an effective civic education outreach campaign. The meeting was followed by the official launch ceremony of the civic education campaign and a conference on voter registration electoral education in which all key stakeholders participated.

The registration process, which was initially planned by the government for three months, was extended to six months following a recommendation by the National Electoral Commission (CNE), the institution supervising the electoral process. Voter registration therefore commenced on 15 November 2006 and will run till June 2007 with a one-month break over the Christmas period.

EISA used the delays as an opportunity to expand its work with civil society and political parties as well as other stakeholders. It also adjusted its programme to keep the momentum going, stayed within the project guidelines and monitored the changing electoral landscape in Angola. Its work was focused on providing technical support to stakeholders, holding workshops to open the political space and monitoring and observing the pre-electoral phase.

Staff included Augusto Santana, Country Director; Justina Cumbe, Programme Manager; Serafim José Melo, Programme Assistant; Kambeu Mukonda, Finance Officer; Fátima Neto, receptionist; João Maurício de Oliveira, driver and Eunice Reis, housekeeper. In addition, four interns were hired during the year to help implement activities.

2. Programme activities and achievements

2.1 Objectives of Activities

- Capacity-building of CSOs for their professional and credible contribution to the electoral process;
- Establishment of conditions that allow the sharing of knowledge of various elements that constitute the Angolan democratic process, thereby ensuring an informed participation of citizens in the electoral process;
- Ensuring a non-partisan follow-up of the electoral process by civil society organisations for the sole purpose of protecting the transparency, credibility, and legitimacy of the process;
- Increasing the intervention capacity of political parties in the different phases of the electoral process, thereby preventing potential election-related conflicts;
- Exposing the Angolan stakeholders to electoral processes in the SADC region;
- Facilitating the setting-up of a broad platform for democratic discussions on crucial issues surrounding the Angolan democratic process; and
- Strengthening the knowledge of media agencies on elements that involve the elections in particular, and democracy in general, thereby guaranteeing fair media coverage of election events.

2.2 Support to Civil Society Organisations and Electoral Networks

The programme to ensure support to these groups began achieving positive results in 2005 when EISA helped to establish the Angolan Civil Society Platform for Elections. In 2006, EISA continued to work with the Platform, giving technical support to both provincial networks and individual organisations and helping them through initial structural problems. Support included training various organisations and networks in civic education, electoral observation as well as conflict-prevention and management. EISA Angola also organised and managed projects on governance and democracy as well as training on the drafting procedures for funding proposals.

2.3 Networking Support

The Civil Society Electoral Platform is a group of 18 provincial networks and several national organisations, comprising more than 100 organisations, brought together by EISA under one umbrella. Once this Platform was successfully constituted, EISA provided technical support to ensure its independent functioning and to ensure its effective long-term functioning, EISA partnered with other international groups, such as the National Democratic Institute (NDI) and the Open Society, to assist and support this newly-created entity. One of the Platform's major achievements was the successful deployment of 500 observers to monitor voter registration throughout the country. On a structural level, EISA has helped to mobilise Angolan civil society

in order for them to make a credible contribution to the electoral process. The electoral Platform has since been a strong, unified, authoritative CSO voice, analysing and monitoring the electoral process.

2.4 Civic Education

The CIPE is responsible for the institutional and legal framework supporting voter registration. It is responsible for producing the civic education material and coordinating the contribution of other stakeholders. EISA also contributed to civic education by compiling an electoral package and publishing a handbook called "The Handbook of Electoral Laws of Angola". The handbook has been widely distributed along with the "Principle for Election Management, Monitoring and Observation in the SADC region" PEMMO to various electoral stakeholders.

2.5 Domestic Election Observation

Initially, EISA trained 100 long-term observers who were seconded to the Platform to coordinate domestic election observation. With the uncertainty surrounding the election date, the Platform requested EISA to facilitate the training of more long-term observers. EISA therefore implemented a train-the-trainer approach and equipped 46 more observers with skills to train others. The Norwegian People's Aid (NPA) also invited EISA to train 60 observers to be sent to the province of Kuanza – Sul. This has allowed the Platform to deploy more than 500 observers to monitor the voter registration.

2.6 EISA Regional Observation Missions

In 2006, two general elections were held in the SADC region and EISA continued to include Angolans in these election observation missions. Four Angolans were involved in observing the historical general elections in the Democratic Republic of Congo (DRC), two were part of the EISA election observation mission to the Zambia elections and two more Angolan electoral stakeholders were involved in the observation mission to the DRC's presidential run-off elections. This initiative exposed Angolan stakeholders to the regional electoral experience and allowed them to share the experiences with their compatriots.

2.7 Enhancing the Capacity of Political Parties

Political parties are among the most important stakeholders in the electoral process. EISA facilitated several meetings and workshops that brought together various political parties to strategise on the positive role they should play in the electoral process. In January 2006, EISA invited all political stakeholders to a meeting to discuss what they would need in order to participate effectively in the electoral process, and to plan for the training of party agents. EISA agreed to facilitate training-of-trainers workshops and the parties would replicate these efforts. EISA began training party officials to monitor voter registration. EISA also ran a workshop on conflict prevention and management for the major political parties and coalitions.

2.8 Opening of Political Space in the Provinces

Angola has a poor history of encouraging and holding political debates. In pioneering a programme to open political spaces in the provinces, EISA created a platform for discussion around issues of democracy and opportunities for peer learning. EISA held 14 provincial conferences with a view to engaging the various Angolan electoral stakeholders in a constructive dialogue on peace and democracy-related issues. EISA involved the provincial governments, who gave substantial administrative and political support to the conferences. EISA mobilised parliamentarians, politicians, government officials, electoral management body (EMBs) officials, judicial officials, journalists, civil society members, security forces, church leaders and traditional leaders. Speakers were drawn from each of the groups of stakeholders.

This was a major component of EISA activities in Angola and proved very successful.

2.9 Media

EISA organised workshops for the media to enable them to learn about the technical and social elements surrounding elections. Initially EISA called a meeting with the Union of Angolan Journalists to plan how they could cooperate to enhance the capacity of its affiliates to cover the elections. The plan included discussions on workshops in 17 provinces. In 2006, seven training workshops were held in seven provinces. The material used included electoral laws, media law, media ethics, international conventions on free media and the SADC electoral media coverage experience based on the PEMMO.

3. Impact

EISA was one of the only organisations in Angola that had the capacity for establishing working relationships with all electoral stakeholders on specific aspects of the electoral process in Angola. Although the broad impact of the programme will only be measured once the country holds its own elections, the points below highlight the first stage of impact.

- EISA brought together different CSOs under the Electoral Platform who now speak with one voice and therefore have far more impact. Previously civil society groups were fragmented and disjointed and their contribution was not taken seriously and was often contradictory. The Platform and their activities are being praised in Angola.
- The number of EISA-trained long-term observers deployed country-wide will positively impact the standard of monitoring. Also, using a strategic train-the-trainer approach has far greater impact on the potential numbers that can be trained. The extra 60 observers trained specifically for Kuanza Sul Province will also support the overall credibility of the election process in that area.
- The effects of the EISA-trained conflict prevention and management facilitators for political parties, EMB's and CSOs will also only be felt later in electoral processes. These skills will not only be used during elections but also within the parties themselves.

-
- EISA has received many requests for capacity-building training from political parties and CSOs, indicating that EISA's programmes are both desirable, in demand and are assisting stakeholders to reach meaningful solutions.
 - EISA's electoral law handbook is easy to distribute and forms a basis for the understanding of election issues. Stakeholders are still requesting copies of this as well as the PEMMO.
 - EISA activities in the provinces topped the news in both the electronic and print media ensuring that a wider audience was reached.

4. Preview of activities for 2007

The lack of a clear timeframe for elections has hampered our planning activities. EISA will consult with partners and donors on ways to adapt its programme to the changing needs and election timetable. In the meanwhile EISA will build on activities begun in 2006.

DEMOCRATIC REPUBLIC OF CONGO OFFICE



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1. Vincent Tohbi 2. Ferdinand Kapanga 3. Serges Kavuanda 4. Nicole Mibulumukini
5. Antoinette Mbumba 6. Hector Lubamba 7. Christophe Ndelika 8. Fanny Tsimba

1. Overview

The year 2006 had historical significance for both the Democratic Republic of the Congo (DRC) and EISA. The organisation's programme focused on election-related activities and the holding of elections which - meant to usher in a new era of peace and democracy – was also the culmination of EISA's intense work on the ground.

This exciting but challenging year was marked by political tensions during which EISA implemented its programme and contributed to the success of all stages of elections.

The staff members involved in the activities carried out by the DRC office include Vincent Tohbi, Country Director; Hector Lubamba and Ferdinand Kapanga, Programme Officers; Antoinette Mbumba and Fanny Tsimba, Programme Assistants; Serges Kavunda, Financial Officer; Christophe Ndelika, driver and Nicole Mibulumukini, Office Administrator. The office hired short term contract staff during the year.

2. Activities and Results

- EISA-DRC committed itself to contributing to setting-up the constitutional and legal frameworks for elections which would lead to peaceful, transparent, fair and legitimate elections. EISA therefore facilitated, gave input to and provided guidance for the drafting of the DRC constitution, the IEC Act, the Electoral Act, the Voter Registration Act and the Political Parties Act. Those acts were adopted almost unanimously by Members of Parliaments and accepted by political parties despite some parties, such as the UDPS, not being involved in the process.
- In order to help the IEC, as well as civil society organisations (CSOs) to inform the population about political and electoral processes, EISA partnered with several national and international partners, and the IEC, to draft handbooks and manuals. This was aimed at encouraging citizens to vote, educating them on the relevant laws and knowing their rights. However given the high rate of illiteracy in the country, the dissemination was not extended to certain remote communities.
- EISA also trained IEC staff, or supported trainings with logistical contributions. It was believed that skilled and well-trained IEC staff members were more likely to perform their duties effectively and deliver free, fair and legitimate elections. Many of the international observation missions monitoring the 2006 elections in the DRC maintained that the IEC staff performed their duties in a professional manner, showing a real commitment to their work and the process of delivering credible elections.
- As a way of assisting the IEC target and educating potential voters, EISA teamed up with local partners to undertake more awareness campaigns. This included using traditional ways of communication such as town criers, boat races, public plays, football, drama groups, folkloric groups, motorcades, etc.

- In the context of high levels of political suspicion between political parties themselves; political parties and the population; the population and the IEC and political parties, it was important that the IEC reassured the Congolese people and informed and collaborated with stakeholders on the technical and political activities and initiatives they were carrying out in order to deliver elections. This approach resulted in relatively high confidence levels in the IEC compared with the perception that people had in 2004 and 2005.
- As the political parties were flourishing and mushrooming (some estimates indicate that there were more than 400 political parties, 273 of which were legally constituted, recognised and authorised), it was necessary to create a stable environment of cooperation and permanent dialogue. Along with the IEC and other partners, EISA therefore initiated support for the dialogue framework on electoral issues. It resulted in many successful achievements such as the adoption and signature of the code of conduct of political parties which was later extended to independent candidates and political coalitions. The signing of a code of conduct was an effective way to prevent conflict and electoral disputes.
- In most well functioning countries, the judiciary is the ideal institution to resolve any dispute related to the elections. But in the context of the DRC, where decades of war and internal conflict has led to the country's administration as a whole, including the judiciary being weak, partisan and non-independent, the challenges of the anticipated disputes cannot be expected to be addressed by the judiciary. EISA, with the support of its donors strategised on how to address disputes at a grassroots level, and, more importantly, how to prevent conflicts that would be difficult for the judiciary to decide on. An EISA model for conflict mediation was therefore adopted and implemented, and trained mediators intervened in election-related conflict thereby contributing to a peaceful atmosphere before, during and after the 2006 elections.
- The ownership and success of the electoral process in the DRC required CSOs to be committed to, and involved in, the monitoring of the political and electoral processes in order to guarantee their freedom and fairness. After having set-up a domestic observation network in 2005, during the period under review EISA helped this network train, equip, and deploy its observers all over the country. They successfully observed and monitored all electoral procedures and released a public statement about the electoral process.
- EISA also deployed a team of long-term international observers who followed the electoral process up to its conclusion. Along with the Carter Center and the European Union observers, EISA was one of just three missions that stayed in the DRC until the IEC released the provisional results. The presence of observers through all phases of the electoral process is known to contribute to keeping peace during this tense time.
- Elections in post-transition and post-war countries are usually extremely sensitive, highly-charged and fraught with risks and tensions. Some of these tensions stem from political

parties and their supporters when they are not trained to monitor the elections that they are contesting. In the DRC, EISA helped to draft the manual for party agents training and trained agents in five provinces (Nord Kivu, Sud Kivu, Maniema, Kasai Occidental, Kasai Oriental).

The use of state resources in the DRC is not regulated by the courts.

Having set-up a task team and drafted a "Code of Good Practices in the Use of Public Resources" EISA-DRC submitted this to political parties. However, they refused to acknowledge the Code if Government did not fund political parties prior to the adoption of the Code. While this is a minor set back in the process, it does however, open the debate to a broader audience and ensures that a draft code is already in existence.

3. Impact

EISA's work in the DRC's electoral process has had tangible impact at all steps of the process. In the beginning, the effective preparation of the electoral officers for the constitutional referendum contributed to the first stage and laid the foundation for two more successful rounds of participation for these electoral officers.

In the area of domestic observation, training-the-domestic network (RENOSEC) as part of the empowerment of stakeholders had a visible impact on the electoral process with the network's work being praised by international observers in the elections.

The Mediation Panels as a structure supporting the IEC for the peaceful and consensual settlement of election-related conflicts helped to improve voter identification, registration, and election tensions especially in the particularly volatile eastern Congo provinces. The panel's impact on the process was undeniable to the extent that the IEC recommended that the structure be retained in the future dispensation.

There was massive participation of the population in the elections despite the fact that some politicians had called on their supporters not to register as voters and not to engage in electoral process. Participation was particularly high in the eastern Congo, a region seen as particularly volatile. This was in fact an area that EISA had targeted.

MOZAMBIQUE OFFICE



1. Miguel de Brito 2. Zefanias Matsimbe 3. Francisco Langa 4. Anissa Izidine
5. Alda Mahumane 6. Luis de Brito

1. Overview

The current Mozambique Office programme aims at consolidating democracy through enhancing the capacity of, and partnerships between, key stakeholders. The programme is based on three main objectives: (i) to support electoral reform initiatives in the aftermath of the recommendations issued by international and local observers and by the Constitutional Council following the 2004 General Elections, (ii) to enhance the partnership between civil society and Parliament in order to strengthen the culture of accountability of elected bodies, and (iii) to promote knowledge and debate on elections, governance and democracy through the establishment of a Documentation Centre.

The election reform objective has been largely achieved, whereas the civil society-parliament partnership activity is still getting off the ground. The Documentation Centre will open to the public in 2007 and expand its scope in order to be more than just a repository of publications, but also a promoter of open debate and creator of new knowledge.

The programme has a total of five staff namely, Miguel de Brito, Country Director; Zefanias Matsimbe, Programme Officer; Anissa Izidine, Financial Assistant; Alda Mahumane, Administrative Assistant and Francisco Langa, Logistics Assistant. In 2006, Luis de Brito, the former Country Director left to pursue other ventures, and the office was run by an Acting Director for several months. Miguel de Brito was hired as the new Country Director and came on board at the end of 2006. A librarian was also hired to set-up and manage the Documentation Centre.

2. Activities

2.1 Electoral Reform

The main objective of this activity was to advocate changes in the electoral legislation ahead of the 2007-2009 electoral cycle in order to improve the management of elections and enhance their transparency and credibility. In order to achieve this objective, EISA commissioned 12 position papers and studies and used them to support 30 country-wide workshops where civil society discussed proposals and developed a set of very detailed recommendations for changes in electoral legislation. These recommendations were developed through two consensus-building workshops in Maputo involving all relevant stakeholders. After submission of those recommendations to parliament, EISA engaged the relevant parliamentary committee and the party benches of FRELIMO and RENAMO in order to lobby for the acceptance of those recommendations. In December 2006, Parliament approved a new set of electoral laws that included the most important recommendations from civil society, as well as a new formula for the composition of the National Electoral Commission (NEC). Eight of the 13 seats will be occupied by representatives from civil society organisations (CSOs), the voting period will be reduced from two days to one, and a full voter registration process will be conducted before the next electoral cycle and the 5% electoral threshold for the National Assembly elections was repealed.

2.2 Civil Society-Parliament Partnership

This activity aims at fostering a culture of accountability of elected bodies towards citizens through increased dialogue between parliamentary committees and Mozambican CSOs. In 2006, EISA took steps to identify local CSOs which would engage selected committees on key issues and policies, and to which EISA would provide technical assistance for the development of position papers, policy analysis, and specialised discussions. After several consultations, the Mozambican Debt Group (GMD), an NGO coalition focused on poverty alleviation, pro-poor social spending and social policy advocacy, agreed to collaborate with EISA on the implementation of this activity. However due to time constraints on their part, the activity was not initiated in 2006.

2.3 Documentation Centre

This activity has three main objectives: to create a specialised centre on elections and democracy where students, political parties, researchers, and the public in general can find up-to-date literature and documentation relating to these fields; to encourage new research, knowledge and publications on democracy and elections in Mozambique and to promote public debate on key democracy issues in Mozambique. In 2006, an agreement was signed with the Higher Institute of Science and Technology of Mozambique (ISCTEM) to host the Centre and eventually take over its management. Equipment and furniture for the Centre were purchased and the first set of publications was acquired. A librarian was hired and trained and began developing a database for the Centre. The Centre will be launched in mid – 2007.

2.4 APRM

Under a regional pilot project, with a focus on Mozambique that aims at strengthening civil society participation in the APRM as well as generating and disseminating knowledge about the process, initial contacts were established with key stakeholders in Mozambique to discuss the idea of organising a workshop. This activity will facilitate the exchange of experiences between Mozambique and other African countries that have implemented the APRM process, as well as the launching of an APRM CD Rom and a newsletter on the APRM in Mozambique.

3. Challenges

The main challenges to the EISA programme in Mozambique so far are related to its dependence on the pace of its Mozambican partners, be they CSOs or the parliament. Most EISA activities in Mozambique depend heavily on the legislative process calendar, on the agendas of partner CSOs, and on the challenges in negotiating the Mozambican political process. This has made it difficult to meet some planned deadlines.

4. Impact

A major outcome of the Mozambique programme in 2006 was significantly-improved electoral legal

framework that reflects the input of Mozambican CSOs and recommendations by international observer organisations under the coordination of EISA and the Electoral Observatory.

5. Preview of plans for 2007

In 2007, EISA Mozambique will carry out the following activities:

5.1 Electoral Reform

- a) Facilitate and provide technical support to the process of selecting civil society representatives in the new Electoral Commission;
- b) Undertake a thorough analysis of the new electoral legislation to identify weaknesses and areas of concern;
- c) Publish a collection of research papers, which serve as the basis for electoral reform;
- d) Provide training for the new Electoral Commission.

5.2 Civil Society-Parliament Partnership

- a) Sign a Memorandum of Understanding (MoU) with the GMD outlining areas of collaboration, mutual responsibilities and expected outcomes for the activity;
- b) Assist the GMD in developing a 2007 work plan for this activity;
- c) Provide technical assistance to the GMD for developing position papers, preparing for public hearings, and organising joint civil-society-parliament workshops.

5.3 Documentation Centre

- a) Open the Centre to the public;
- b) Continue expanding the Centre in terms of available titles;
- c) Identify key topics related to elections and democracy in Mozambique as well as potential speakers-authors in order to launch a series of lectures, debates and publications on those issues.

5.4 APRM

- a) Organise a workshop for the exchange of lessons learned between Mozambican CSOs and other countries that have gone through the APRM process;
- b) launch the APRM toolkit in Mozambique;
- c) Launch the APRM newsletter in Mozambique.

FINANCE AND ADMINISTRATION



1. Mahlomola Maje 2. Thandi Kondleka 3. Amber Olaleye 4. Usha Kala 5. Drake Orurach
6. Maria Hooper 7. Dipti Bava 8. Mathembi Mehlomakhulu

FINANCIAL STATEMENTS

Electoral Institute of Southern Africa

(association incorporated under section 21) registration no. 1996/008257/08

INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2006

		2006	2005
	NOTE	R	R
INCOME		74,947,725	46,537,624
Grants	12	71,124,396	41,278,619
Consulting income - project		549,186	1,596,834
Earned income		1,988,033	2,121,393
Interest received	13	115,833	297,478
Foreign exchange gain		1,108,338	1,194,562
Sundry income		61,939	48,738
EXPENDITURE		74,195,697	43,310,830
Operating expenses		13,352,920	10,561,258
Board expenses		211,069	360,947
Computer expenses		109,721	81,457
Depreciation	3	205,560	121,696
Financial expenses		375,002	35,364
Fundraising and tender costs		102,874	149,086
Motor vehicle costs		20,192	19,235
Office expenses		1,769,011	1,077,059
Salaries and contributions		10,011,021	8,716,414
Leave pay provision		548,470	-
Angola loss – forensic audit		1,315,994	-
Project expenses		59,526,783	32,749,572
SURPLUS FOR THE YEAR		752,028	3,226,794

FINANCIAL STATEMENTS *continued*

Electoral Institute of Southern Africa

(association incorporated under section 21) registration no. 1996/008257/08

BALANCE SHEET AT 31 DECEMBER 2006

	NOTE	2006 R	2005 R
ASSETS		22,347,445	13,780,413
NON - CURRENT ASSETS		6,643,455	199,648
Property and Equipment	3	6,643,455	199,648
CURRENT ASSETS		15,703,991	13,580,765
Trade and other receivables		2,086,003	1,403,774
Cash held in trust		-	2,096,491
VAT recoverable		208,286	511,452
Accrued income - grants	4	2,141,854	2,264,185
Accrued income - consulting	5	231,250	261,651
Cash and cash equivalents	6	11,036,598	7,043,212
TOTAL ASSETS		22,347,445	13,780,413
RESERVES AND LIABILITIES		22,347,445	13,780,413
Accumulated fund		4,772,555	4,020,527
Operating surplus		3,577,993	2,825,965
Retrenchment fund		842,205	-
General reserve		352,357	1,194,562
LONG TERM LIABILITIES		3,371,565	-
Interest bearing borrowings - Bond	7	3,371,565	-
CURRENT LIABILITIES		14,203,326	9,759,886
Trade and other payables		2,177,567	1,731,325
Deferred income grants	8	10,187,997	7,154,474
Deferred income consulting	9	157,902	3,995
Current portion of interest bearing borrowings	7	231,005	-
Provision for leave pay	10	548,470	-
Grants refundable	11	900,384	870,092
TOTAL RESERVES AND LIABILITIES		22,347,445	13,780,413

EISA 10th Anniversary Celebration

Established in 1996, EISA celebrated its ten years of existence, this year. In celebration of its 10th Anniversary, EISA organised three major events which were held back-to-back in November 2006. These were: (a) the official opening of its new offices; (b) the Inaugural EISA Annual Symposium; and (c) a Gala Dinner. EISA held a ceremony to inaugurate its new building, situated at 14 Park Road, Richmond, Johannesburg.

The opening of EISA's new offices was officiated by the Chairperson of the Board of Directors, Mr. Leshele Thoahlane, on Tuesday 7th November 2006. Proceedings included a welcome by the Executive Director, Denis Kadima, a contribution by one of EISA's long-established donors, Annamarie Minder of the Swiss Agency for Development and Cooperation (SDC), and the unveiling of the plaque officially naming the new building "EISA House". The plaque now hangs in EISA's front foyer.

EISA also held its inaugural annual symposium from 8-10 November 2006 at the Wanderers Club in Illovo, Johannesburg. The theme for the symposium was "Challenges for Democratic Governance and Human Development in Africa". The symposium attracted approximately 300 stakeholders from the continent including representatives of political parties, parliament, civil society, local government structures and policy makers, as well as delegates from NEPAD, the PAP, SADC, AU, African scholars and politicians. The Symposium was officially opened by Professor Adebayo Adedeji, who is a renowned Nigerian political economist and member of the APRM Eminent Persons Group who coordinated the APRM process in South Africa. For three full days the stakeholders deliberated the two most daunting challenges that confront the African continent which are the institutionalisation of democratic governance and the achievement of sustainable human development. Participants agreed that progress towards democratic governance had been made since the early 1990s, which was demonstrated by the holding of multi-party elections in most African countries.

Although there have been successful transitions in many countries, the transition has been limited to political change and the end of military and one party regimes. There was, however, consensus that a major challenge to Africa's democratic prospects remains the eradication of poverty which is exacerbated by poor governance institutions that fail at service delivery and dealing proactively with the HIV/Aids pandemic and corruption. Participants called for a human-centred development paradigm that places people at the centre of the development process, which could only be driven by a democratic developmental state. Furthermore democracy and development should be mutually reinforcing in order to promote political stability, peace and harmony. The Gala Dinner, in celebration of EISA's 10th Anniversary, was held at the Wanderers Club, North Street in Illovo, Johannesburg on Friday 10 November 2006, which was attended by approximately 150 guests. Following the opening remarks by the Executive Director and the Chairperson of the EISA Board, the keynote address was delivered by his Excellency Sir Ketumile Masire, former President of the Republic of Botswana and EISA Patron. The Chairperson of the EISA Board presented various awards to a number of staff who had served EISA continuously over at least seven years, after a vote of thanks delivered by Ilona Tip, a founding member of EISA and Senior Advisor-Conflict Management Democracy and Electoral Education.

INAUGURATION



EISA HOUSE
This building was opened
on 7 November 2006
by
A.L. Thobane
Chairperson of the
EISA Board of Directors



GALA DINNER



SYMPOSIUM



CPA DINNER



BOARD OF DIRECTORS



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1. Ilona Tip 2. Prof. Peter H Katjavivi 3. Prof. Jørgen Elkjær 4. Justice Anastasia Msosa 5. Dren Nupen
6. Denis Kadima 7. Leshela Thoahlane 8. Justice Lewis M. Makame 9. Dr Gloria Somolekae 10. Steve Godfrey

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EISA Johannesburg

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Bertha Chiroro
Beth Strachan
Bronwen Wilson-Thompson
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- The Embassy of Belgium (DRC)
- The Embassy of Finland
- The Norwegian Centre for Human Rights (NCHR)
- United Nations Development Programme – DRC (UNDP)





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