



EISA

Annual Report

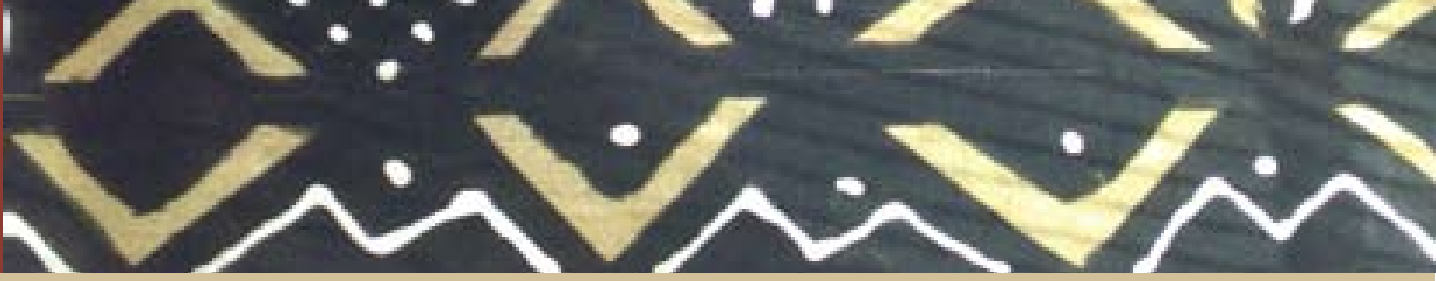
2007



Promoting Credible Elections and Democratic Governance in Africa

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About EISA

Our Vision

An African continent where democratic governance, human rights and citizen participation are upheld in a peaceful environment.

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 as its patron Sir Ketumile Masire, the former President of Botswana.

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

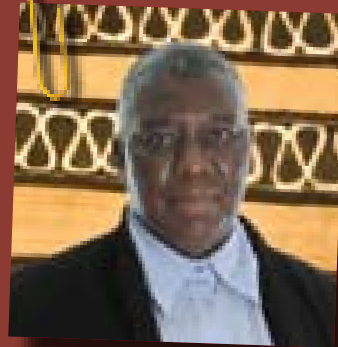
- Elections and Political Processes (EPP)
- Balloting and Electoral Services (BES)
- Research, Publications and Information
- Local Governance
- Political Party Strengthening
- Legislative Programme
- African Peer Review Mechanism (APRM)

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

Board of Directors



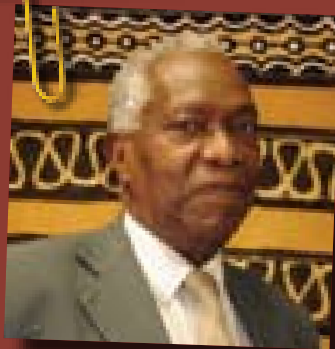
Leshele Thoahlane



Justice Anastazia Msosa



Prof Jorgen Elklit



Justice Lewis Makame



Dren Nupen



Dr Gloria Somolekae



Prof Peter H Katjavivi



Steve Godfrey



Denis Kadima



Ilona Tip

Chairperson's Message

2007 marked EISA's first year in its second decade of existence. The year was marked by two important initiatives. Firstly, an in-depth due diligence exercise was undertaken with a view to ascertaining whether the organisation's vision and mission were relevant to the fast-changing needs of the African continent; its goals and objectives effectively and efficiently pursued; its control systems sufficiently strong, and a capacity assessment of EISA was externally conducted. Secondly, EISA embarked on strategic re-orientation of its overall vision, mission, goals and objectives in order to align its programming to current global and continental changes in the democracy and governance field.

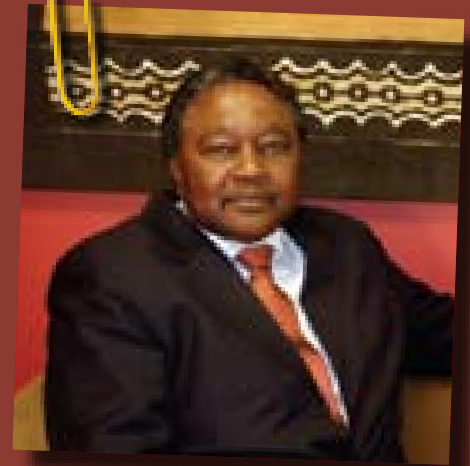
The in-depth due diligence exercise reassured the Board, management and other staff members that EISA continued to make a valuable contribution to the building of sustainable democracies in Africa. It also highlighted the need for the organisation to align itself with many of the requirements of good corporate governance, which were developed and adopted long after EISA's establishment. The initiative noted that control systems were strictly adhered to at the EISA head office in Johannesburg and all its field offices, with the exception of the Angola field office. Multifaceted corrective measures were undertaken, including the strengthening of EISA's financial policies and controls, staff training and legal and disciplinary actions, where needed.

EISA has since developed a plan of action which provides a roadmap for the reinforcement of various work areas. These work areas include new procurement procedures,

the updating of financial policies, the adoption of an ethics policy providing a code of conduct on matters including conflicts of interest, the adoption of the EISA Board charter which includes matters pertaining to the Board's renewal and the introduction of an internal audit function.

The beginning of EISA's second decade of existence also offered the opportunity for the organisation to review its strategic direction. This effort involved the Board and staff and led to a number of strategic decisions on the organisation's new vision, new mission, strategic goals and strategic objectives. As a result of this inclusive strategic re-orientation process, EISA has adopted a new vision and a new mission as follows:

Vision: "An African continent where democratic governance, human rights and citizen participation are upheld in a peaceful environment."



31 December 2007
Mr A.L. Thoahlane,
EISA Board Chairperson

Chairperson's Message cont.

Mission: "EISA strives for excellence in the promotion of credible elections, participatory democracy, a human-rights culture, and the strengthening of governance institutions for the consolidation of democracy in Africa."

New strategic goals and objectives have also been adopted and approved by the Board.

The first strategic goal is to strengthen governance processes and representative institutions in order to entrench participatory democracy. This strategic goal is supported by the following strategic objectives:

- To enhance electoral processes to ensure their inclusiveness and legitimacy;
- To promote effective citizen participation in democratic processes to strengthen institutional accountability and responsiveness;
- To strengthen governance institutions to ensure effective, accessible and sustainable democratic processes; and
- To promote principles, values and practices that lead to a culture of democracy and human rights.

The second strategic goal is to consolidate EISA's authority and credibility, in order to provide sustained leadership in the democracy and governance sector in Africa. The two strategic objectives directly related to this strategic goal are:

- To create a culture of excellence that leads to consistently high quality products and services; and
- To position EISA as a leader that consistently influences policy and practice in the sector.

We are grateful to our donors and partners for their support over this year and look forward to deepening our collaboration in 2008 and beyond.

Next year the Board will support the executive director, management and staff's efforts to develop a 2008-2011 work plan on the basis of the strategic directions adopted this year. We have no doubt that these important choices will ensure that EISA continues to play a relevant and leading role in the democracy and governance field in Africa.

Executive Director's Report

In 2007 EISA reviewed its strategic direction, took bold steps towards the further strengthening of its internal control systems and ensured the successful implementation of its programmes in support of democracy and governance on the African continent.

Through a participative process led by the EISA Board of Directors, the organisation has adopted a new vision and a new mission. As part of this institutional re-orientation, the organisation has also re-defined its strategic goals and objectives for the period between 2008 and 2011. This new strategic direction is well captured in the Chairperson's message in this annual report.

EISA conducted a due diligence exercise which reassured the organisation that our internal control systems were in place but needed to be further strengthened, taking into account the realities of some of the countries we work in, especially those where a cash economy prevails. Learning lessons from the Angola office which showed weaknesses in adhering to some of the organisation's financial requirements, EISA reinforced its financial policies and control systems.

Accordingly, EISA has adopted a number of actions based on the lessons of the due diligence exercise. These include developing an ethics policy to regulate the conduct of employees and address conflicts of interest; taking steps to finalise a proactive approach to risk assessment and management; continually developing special procurement procedures on the basis of local conditions; and the segregation of incompatible duties, all of which will continue to be a cornerstone for effective financial control systems.

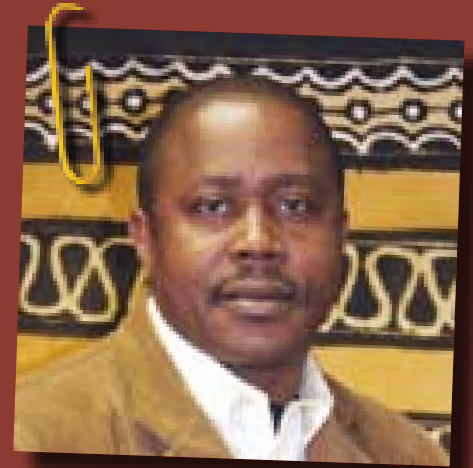
Programmatically, EISA has made significant strides in helping to promote credible elections and democratic governance in Africa. Head office departments and field offices have made

a substantial contribution in a variety of areas, as described in their respective sections of this annual report.

The organisation has contributed to the existing knowledge base on democracy and governance in Africa through research, capacity building, publications, policy dialogue, networking, and information resources in support of current developments towards the institutionalisation of democracy. EISA's programming in 2007 has evolved around its pilot work in the area of parliamentary-civil society engagement, civil society engagement in the African Peer Review Mechanism (APRM), citizen participation in local governance, political party development and electoral assistance.

EISA has been facilitating the process of parliament-civil society engagement in selected African countries in order to improve the capacity of parliamentarians and strengthen parliament-civil society relations. This pilot project, which is being implemented in Kenya, the Democratic Republic of Congo (DRC) and Madagascar, is designed to ensure that policy development and implementation reflect the needs of the people.

Another civil society participation-focused pilot project that EISA implemented successfully in



31 December 2007
Denis K. Kadima,
EISA Executive Director

Executive Director's report cont.

2007 is the African Peer Review Mechanism (APRM). Implemented in Mozambique and South Africa this project has produced positive results, particularly through the enhancement of civil society participation in the APRM process. Through the achievements of this programme, the APRM Secretariat has recognised EISA's unique contribution and has begun to include the organisation as a participant in review missions in selected countries. EISA will be invited to contribute to APRM Country Review Missions in Uganda and Mozambique in 2008. Owing to the successful implementation of the pilot project, EISA will be receiving in 2008 financial support from its development partners for a multi-year programme.

The Local Governance programme has focused on deepening participatory democracy at the local level, working with civil society organisations with close ties to communities, and has helped civic groups to successfully advocate for reforms. EISA has been developing training materials for its use countrywide, on behalf of the South African Department of Provincial and Local Government (dplg), the South African Local Government Association (SALGA), with the financial support of GTZ.

In collaboration with the dplg, the programme's scope is gradually extending beyond South Africa, with a specific focus on the DRC in support of the bilateral agreement between the governments of South Africa and DRC in the area of provincial and local government.

In 2007 EISA's political party programme focused on the consolidation of political parties' capacity. This has been done through in-country dialogue and training workshops. The programme was implemented in Botswana, Swaziland and the Sudan. In 2008, EISA will implement and conclude this programme in South Africa, Lesotho and the Sudan, while

working towards the development of a multi-year programme in support of political parties in the SADC region and selected countries in the rest of the continent.

EISA's election work has gone beyond election observation and has increasingly been complementing this with an election assistance component, both at country and corporate levels.

EISA's Balloting and Electoral Services (BES) Department has been at the forefront of the promotion of good governance within the corporate sector, political parties, trade unions, civil society organisations, community-based organisations, tertiary institutions and statutory bodies, by providing impartial and professional electoral administration and management services. The volume of work in 2007 was much higher than in previous years, indicating that BES has become an established player in the area of corporate governance elections. This is a testament of confidence by clients.

The Elections and Political Processes (EPP) Department, consolidated its election work by undertaking its traditional activities, such as election observation and assistance to election stakeholders, such as civil society organisations, electoral management bodies (EMBs) and political parties in the SADC region as well as expanding its continental coverage by supporting the African Union Commission and the Pan-African Parliament with election observation. The department is taking steps to conduct more specialised work, including voters' roll audit and parallel vote tabulation in selected countries.

This year the EPP Department supported selected EMBs in the SADC region to enhance their capacity to deliver technically sound democratic elections. Through EPP, EISA has continued as the secretariat to the SADC Electoral Support Network (ESN), strengthening the network

through various activities in the region, while strengthening its collaborative relations with the Electoral Commissions Forum (ECF) of SADC countries.

EISA's three field offices, the Mozambique, Madagascar and DRC offices, have continued to promote credible elections and democratic governance on the continent.

The three-year Mozambique programme is in its last year of implementation and has made a unique contribution towards electoral reform in that country as well as playing a role in the selection of civil society representatives to the National Electoral Commission (CNE). The programme is also contributing to the professionalisation of the new commissioners and the EMB, namely the CNE and the Technical Secretariat for Electoral Assistance (STAE).

In 2007 EISA initiated a 12-month pilot project in Madagascar with the ultimate goal of supporting women to access political positions and, once elected, to discharge their mandate effectively. Whilst EISA has always mainstreamed gender in its programmes, this was a challenging project for the organisation as it provided an opportunity to focus specifically on encouraging women to actively and creatively open a space in decision-making processes. The programme was very effective and allowed a number of women to stand for the legislative elections and win seats in the national assembly of Madagascar. EISA intends expanding this to a three-year project commencing in 2008 in order to build on the achievements of the pilot project.

EISA's work in the DRC in 2007 has had three main focuses. Firstly, EISA-DRC assisted electoral stakeholders to successfully conduct indirect elections in the provincial assemblies for the election of senators, provincial governors and deputy governors. To achieve this, the office provided technical assistance to the Commission

Electoral Indépendante (CEI), civil society organisations and political parties. Secondly, in collaboration with UNDP, GTZ, the South African Department of Provincial and Local Government and other international partners, EISA provided technical and logistical support to the holding of the National Forum on the Decentralisation in the DRC. Finally, EISA devoted considerable efforts toward the conceptualisation and finalisation of its post-election programme which will focus on governance matters as from 2008. The aim of this programme is to consolidate peace and democracy in the post-transitional DRC while building a democratic culture of accountable, transparent and responsive governance.

This first year of EISA's second decade of existence has been characterised by the consolidation of the organisation's internal control systems, the finalisation of its new strategic framework and the development of multi-year programmes. Apart from firming up its traditional work areas such as elections, EISA will now gradually focus on its parliament-civil society work, political party strengthening, the APRM, local governance and electoral assistance and will move from the pilot phase to more established programmes.

I owe this steady progress to EISA staff members both at head office and field offices for having demonstrated their commitment to the values and objectives of the organisation. The management team has also shown considerable resourcefulness, reliability and creativity over this year. I am grateful to the EISA Board of Directors for its continual support. Finally, I am humbled by the confidence that our programme partners and donors have demonstrated as we collectively worked towards the common goals of entrenching democracy and good governance in Africa.

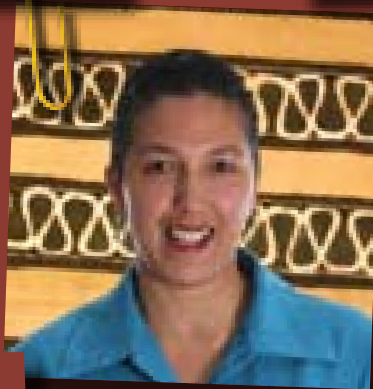
Directorate



Denis K. Kadima
Executive Director



Zahira Seedat
Senior Personal Assistant



Robyn Smith
FOPS Manager



Ilona Tip
Senior Advisor



Yvette Walljee
Programme Assistant

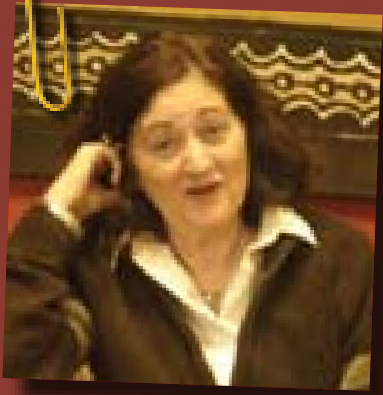


Research Department

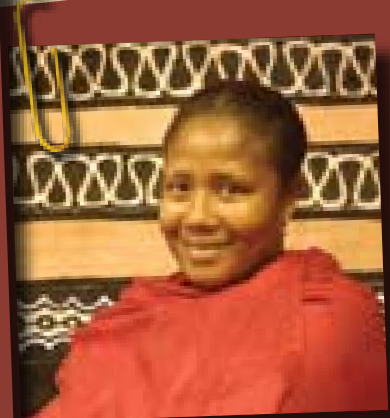
Research Department



*Khabele Matlosa
Senior Advisor*



*Jackie Kalley
Senior Librarian/Publications Officer*



*Kedibone Tyeda
Projects Co-ordinator*



*Tebogo Sambo
Library and Publications Clerk*



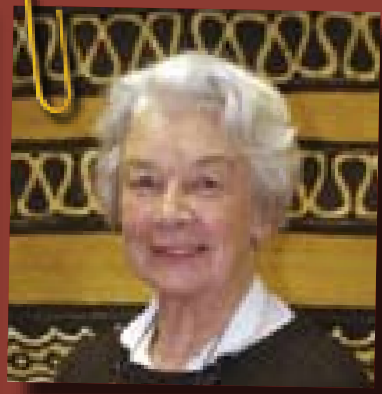
*Bertha Chiroro
Researcher*



*Sydney Letsholo
Research Assistant*



*Lucien Toulou
Researcher*



*Beth Strachan
Librarian*



*Nkgakong Mokonyane
Programme Assistant*

Research Department

Overview

The mission of the Research Department is to contribute to the existing knowledge base on democracy, elections and governance in Africa through research, publications, networking and creating policy dialogue and information resources in support of current developments towards the institutionalisation of democracy. This mission fits neatly within the larger vision of EISA, of African continent where democratic governance, human rights and citizen participation are upheld in a peaceful environment.

In 2007 the Research Department implemented Phase II of its Consolidating Democratic Governance programme in the Southern African Development Community (SADC) region. This programme contributes towards the institutionalisation of democratic governance and the inculcation of a culture of human rights in the SADC region. Its primary goal is to enhance the quality of electoral processes, improve the capacity of national and regional institutions that are central to the achievement of democratic governance and help reverse gender imbalances in terms of political participation and representation.

Programme Implementation

Objectives

The specific objectives of the programme are to:

- Improve the quality of elections with a view to advancing democratic governance;
- Enhance the institutional effectiveness of selected governance institutions;

- Improve gender equality in the governance realm;
- Promote democratic governance and political integration through the SADC Organ on Politics, Defence and Security and its strategic plan (SIPO); and
- Expand and deepen the knowledge base on democratic governance in the SADC region, through regional resource centres and a web-based democracy encyclopaedia.

Activities

Towards the realisation of the overarching goal and objectives above, the key programme components include:

- Election quality aimed at improving the value of elections to democratic governance;
- Institutions of governance aimed at strengthening the capacity of selected key democracy-promotion institutions;
- Regional governance architecture aimed at promoting political integration through democratisation in SADC;
- An annual symposium to promote policy dialogue on challenges facing Africa in respect of democratic governance and advocating appropriate reforms;
- Resource centres whose primary mandate is information storage and retrieval; and

- A democracy encyclopaedia which serves the purpose of information dissemination.

In all six programme areas, gender is mainstreamed as a cross-cutting issue, given that it is so central to the nurturing and consolidation of democratic governance in the SADC region.

Achievements

During the reporting period, achievements in programme implementation included the following:

- An electoral reform workshop in Cape Town, 28-29 August 2007: by providing a comparative regional perspective, EISA made a substantial contribution to the debate on the reform of the South African electoral system at the national level;
- A post-election review in Lesotho, 25-27 September 2007: as a sequel to its election observer mission, the EISA post-election review offered the first opportunity for the Basotho political and civic leaders to publicly exchange their views on the electoral crisis in the country. His Excellency Cassam Uteem, former President of Mauritius, opened the conference and held a meeting with Prime Minister Mosisili, following which high-level cadres of the ruling Lesotho Congress for Democracy attended the conference. Subsequent exchanges over the remaining two days were open, frank and constructive;
- Jointly with the United Nations Economic Commission for Africa (UNECA)

and the International Institute for Democracy and Electoral Assistance (IDEA), EISA organised a regional conference on electoral reforms in Southern Africa held in Lusaka, Zambia on 28-29 November 2007: the conference took stock of the region's progress in the area of electoral democracy and identified actions that are needed for successfully holding democratic elections in the SADC region;

- The successful organisation and hosting of EISA's 2nd Annual Symposium in Benoni, South Africa, 7-9 November 2007;
- Continuous updating of the democracy encyclopaedia, especially on political parties and election archives;
- Building partnerships with local institutions for hosting the democracy resource centre in Malawi and Zimbabwe.

Additional achievements of the programme included various types of technical assistance provided to other institutions upon request. For example, assistance was provided to the AU on the popularisation of the African Charter on Democracy, Elections and Governance through workshops held in Namibia (November) and Lesotho (December).

Impact

During the period under review, this programme had a positive impact on many fronts of democratic governance in the SADC region.

Firstly, the election observation (described in detail in the report of the Elections and Political Processes Department) and post-election review following the general election in the Kingdom of Lesotho assisted in managing election-related conflicts. These efforts added value to the SADC intervention in the conflict through its envoy, His Excellency Sir Ketumile Masire, former President of the Republic of Botswana and EISA patron. EISA contributed to the efforts towards a peaceful resolution of the post-election conflict in Lesotho.

Secondly, collaborative relations between EISA and the SADC Secretariat have improved considerably for the mutual benefit of the two institutions. EISA was invited to facilitate a strategic planning process for the Organ on Politics, Defence and Security Cooperation (OPDSC) in December 2007. This process culminated in the formulation of the operational plan of the OPDSC for 2008. EISA has provided technical assistance to the SADC Secretariat, Directorate on Politics, Defence and Security Cooperation on the following:

- Election observation;
- Establishment of the Electoral Advisory Council;
- Relevance of democratic governance for poverty reduction;
- Strategic planning of the OPDSC; and
- Managing post-election disputes.

Thirdly, as with the first EISA Annual Symposium of 2006, the second Symposium held

in November 2007 had a positive impact in promoting debate on challenges of democratic governance in Africa. This debate further contributed to knowledge building on trends of democratisation in the continent and the need for policy reforms that aim to advance democracy and eradicate poverty. This knowledge-creation component of the programme has been further advanced through the web-based democracy encyclopaedia.

Finally, the various publications emanating from the programme, including research reports, books, occasional papers, conference reports and the bi-annual Journal of African Elections (JAE), are widely used by researchers, NGOs, development practitioners, diplomatic missions and government departments. The publications also contributed to advancing the frontiers of knowledge on the state of democracy and the challenges of democratisation in the SADC region.

Preview of Plans for 2008

During 2008, programme implementation will focus mainly on the following:

- Election observation in Zimbabwe, Swaziland and Angola;
- Electoral reforms in Mauritius and Botswana;
- Post-election reviews in Madagascar and Zimbabwe;
- Developing the election barometer to measure the quality of elections in the SADC region;

Research Department cont.

- Policy dialogue and publications on institutions of governance and regional governance architecture;
- Continuous updating of the democracy encyclopaedia;
- Consolidating the operations of the resource centres in Mozambique, Malawi, Zimbabwe and DRC; and
- Organising and holding the third EISA Annual Symposium in Maputo, Mozambique.

Staff

Bertha Chiroro

Beth Strachan

Jackie Kalley

Kedibone Tyeda

Khabele Matlosa

Lucien Toulou

Nkgakong Mokonyane

Tebogo Sambo

Publications and Library

Overview

The library has continued to support EISA as an information and resource centre, and over 700 new fully annotated acquisitions were added to the library's stock

Activities and Achievements

An increased interest in parliaments and their processes as well as democratic consolidation was noted. Geographically, users displayed a new interest in the Cote d'Ivoire and the Sudan. When material was not available in the EISA Library, our Corporate Membership of the University of the Witwatersrand was utilised to great effect.

A new bibliography on South Africa's Third Democratic Election 2004 was completed by Beth Strachan and will be published online. A new software base is being installed in the library that will enable website searching of our fully annotated and indexed library catalogue and it will incorporate our partner libraries in Zimbabwe, Mozambique, Malawi and the Democratic Republic of Congo (DRC).

Impact

Enquiries were responded to continuously on a variety of topics relating to elections, thus assisting in disseminating information pertinent to EISA's mission.

Preview of Plans for 2008

The focus in 2008 will be on using the new library software to incorporate our partner libraries in the region into the library system and EISA website.

Publications

The following were published during the year under review

Journal of African Elections

- vol. 6, no. 1, June 2007
- vol. 6, no. 2, October 2007

Books

- Challenges of Conflict, Democracy and Development in Africa, edited by Khabele Matlosa, Jorgen Elklit, Bertha Chiroro. Johannesburg: EISA

Occasional Paper Series

- No 44: 'Floor crossing and its political consequences in South Africa', 2007, Nkopodi Patrick Kanego Masemola

Conference Proceedings

- No. 12: Challenges for Democratic Governance and Human Development in Africa, EISA Annual Symposium, 8-10 November 2006

Observer Mission Reports

- No. 23 EISA Election Observer Mission Madagascar Presidential Elections 3 December 2006/ Mission d'Observation Electorale de l'EISA, Rapport sur les Elections Présidentielles de Madagascar, 3 Decembre 2006
- No. 24: EISA Election Observer Mission Report DRC Presidential, Parliamentary and Provincial Elections (30 July 2006 & September 2006)/ Mission d'Observation Electorale, Rap-

Publications and Library cont.

port sur les Elections Présidentielles, Parlementaires et Provinciales en RDC, 30 Juillet 2006 & 29 Octobre 2006

- No 25: EISA Election Observer Mission Report Zambia Presidential, Parliamentary and Local Government Elections, 28 September 2006

Research Reports

- No. 30: Consolidating democratic governance in Southern Africa: Zimbabwe, Lloyd M. Sachikonye with Shingi Chawatama, Charles Mangongera, Norbert Musekiwa & Choice Ndoro, 2007
- No. 31: Consolidating democratic governance in Southern Africa: Botswana, Zibani Maundeni with Dorothy Mpabanga, Adam Mfundisi & David Sebudubudu, 2007
- No. 32: Consolidating democratic governance in Southern Africa: Lesotho, Tumelo Tsikoane, Tefetso H. Mothibe, 'Mamoeketsi E. N. Ntho & David Maleleka, 2007
- No. 33: Consolidating democratic governance in Southern Africa: Ma-

lawi, Nandini Patel, Richard Tambulasi, Bright Molande & Andrew Mpesi, 2007

- No. 34: Consolidating democratic governance in Southern Africa: Namibia, Phaniel Kaapama, Lesley Blaauw, Bernie Zaaruka, Esau Kaakunga, 2007
- No. 35: Consolidating democratic governance in Southern Africa: The State of Democratic Governance in the SADC Region: Transitions and Prospects for Consolidation, Khabele Matlosa, 2007
- No. 36: Consolidating democratic governance in Southern Africa: Swaziland, Patricia Joubert, Zwelibanzi Masilela, Maxine Langwenya, 2007
- No. 37: Consolidating democratic governance in Southern Africa: Mauritius, StratConsult, 2007

Election Updates

- Lesotho (Three issues)



Governance Department

Acting Manager: Khabele Matlosa

Overview:

The Governance Department's report covers the work of four units in the following order:

- *African Peer Review Mechanism Unit (APRM)*
- *Local Governance Programme Unit*
- *Political Parties Unit*
- *Legislative Strengthening Unit*

Governance Department



Grant Masterson
Researcher



Maureen Moloj
Programme Assistant



Catherine Musuva
Researcher



Themba Nkwinika
Programme Officer



Victor Shale
Researcher

African Peer Review Mechanism Unit

Overview

2007 was a most successful and exciting year for EISA engagement with stakeholders in the African Peer Review Mechanism (APRM). In addition to the successful implementation of a pilot project aimed at “enhancing civil society participation in the APRM in Southern African States”, EISA was also able to entrench its relationship with the APR Secretariat in Midrand, South Africa and EISA’s Research Director, Dr. Khabele Matlosa, was invited to attend the Uganda APRM Country Review Mission in 2008. Further, and due to the successful pilot project in Mozambique in 2007, EISA has taken steps to expand the pilot project into a multi-year programme, providing EISA’s APRM activities with a stability and long-term focus that had previously been a challenge in APRM activities and interventions. The pilot project exceeded expectations and had a significant and positive impact on the Mozambican experiences and participation in the APRM in 2007.

Key Activities

Mozambique National Civil Society Conference on the APRM	Maputo, Mozambique 20-21 August 2007
Development of APRM Toolkit CD-ROM	Maputo, Mozambique Launched on 21 August 2007
Workshop for Mozambique’s APRM Technical Agencies	Maputo, Mozambique 8-9 October 2007
Completion of APRM Civil Society Pilot Project	31 October 2007

The National APRM Civil Society Conference was jointly hosted by EISA and APRM-Technical Unit (MARP-TU) on 20-21 August 2007 at the Hotel VIP, Maputo. The conference was attended by 135 representatives from civil society, government ministries, political parties, the MARP Forum & Technical Unit, media, trade unions and regional representatives from other APRM countries. The keynote speaker at the conference was Mrs Graça Machel, an eminent figure in Mozambican politics, and member of the 7-member APR Panel of Eminent Persons which is responsible for the overall quality assurance of the APRM process continentally. The conference was aimed at launching and highlighting the importance of the APRM in Mozambique, as well as dealing with practical and concrete issues such as how to make submissions from civil society into the APRM process.

EISA staff members from both its local Mozambique office and its main office in South Africa attended the conference. EISA’s earlier fact-finding mission to Mozambique had identified the enormous resource constraints (both financial and human) which are presently hampering civil society efforts to meaningfully engage in the APRM process. The development of an APRM Toolkit for Civil Society and the National Civil Society Conference were both activities aimed at addressing this critical constraint. Both initiatives have been extremely well received, in particular the toolkit which has been subject to heated debate regarding its development, design and potential applications.

The success of the national conference prompted EISA and MARP-TU to engage

African peer review Mechanism Unit cont.

in discussions on other potential activities, such as efforts to draw on the technical experiences of civil society institutions in other countries such as Kenya and South Africa, to assist Mozambique's Technical Agencies to draft and prepare the country's report. This workshop took place on 8-9 October 2007. A record of the entire substance of the National Civil Society Conference was kept, and is available in Portuguese and English.

To further enhance the capacity of civil society to engage with the APRM process in a meaningful manner, EISA developed and produced a CD-ROM Toolkit for civil society, a resource containing detailed and concise descriptions of the APRM process and institutions, all the APRM's key documents, resources for CSOs, and other research and documentation on the APRM relevant to civil society. The toolkit was launched at the Mozambique National Civil Society Conference in Maputo on 21 August 2007. The toolkit has attracted widespread interest in Mozambique (with more than 200 toolkits distributed to CSOs thus far) and a regular number of visits to the EISA APRM web pages each month since August 2007. The toolkit is available in Portuguese and English.

In addition to these activities in 2007, a number of minor activities and interventions were completed, not only ensuring EISA's APRM pilot project was completed on time and within budget, but also that several innovative and unique interventions in civil society engagement in the APRM process were conducted for the first time on the continent, in Mozambique. Following the successful completion of the pilot

project, discussions with the Swiss Agency for Development and Co-operation (SDC) for follow-up support for a multi-year APRM programme are at an advanced stage.

Impact

Without EISA's intervention in the APRM process in Mozambique, it is unlikely that either the National CSO Conference in August 2007 or the Technical Workshop in October 2007 would have been possible. Despite a dedicated and extremely committed staff, the Mozambique MARP-TU was severely under-resourced in terms of expertise, manpower and resources. EISA's financial and technical resources were essential to the hosting of these events, which together directly impacted on the understanding and sensitisation of more than 200 CSOs and NGOs, as well as an enhanced technical institutional equipping prior to the commencement of the Mozambique APRM Technical Institutions report-writing. The significance of EISA's contribution to the APRM in Mozambique was such that EISA received several additional requests for assistance from MARP-TU during 2007. Unfortunately, due to budgetary constraints on the pilot project, not all of these requests were met. However, EISA has, as a result, established a sound working relationship with MARP-TU in Mozambique which will benefit both EISA and MARP-TU in the future.

Preview of Plans for 2008

EISA's multi-year APRM programme will launch in May 2008, expanding the same activities conducted in Mozambique during the pilot project into Zambia, Malawi, Tanzania, Mauritius and South Africa. Mozam-

bique will also form part of the multi-year programme, as EISA continues to assist civil society and MARP-TU in the implementation of the APRM Programme of Action in Mozambique.

EISA will also look to strengthen its relationship with the APRM Secretariat in Midrand, South Africa, through such interventions as Dr. Matlosa's participation in the Country Review Missions to Uganda and Mozambique in 2008.

EISA has also decided to focus on the APRM in its 2008 Annual Symposium, in which the APR Secretariat has expressed interest. The 2008 Symposium will enable key stakeholders, including civil society, policy makers, government officials and donors to discuss and adapt their policies and practices vis-à-vis the APRM. The symposium will take place in Maputo, Mozambique towards the end of 2008.



Mrs Graça Machel participated in the EISA Workshop on Civil Society Participation in the Mozambique Country Self-Assessment Process and the APRM.



Local Governance Programme Unit

Overview

2007 was an exciting and challenging year for the Local Governance Programme as it strengthened its work in deepening participatory democracy at the local level by working with civil society organisations (CSOs) through its Civil Society Support Programme. This programme is geared towards CSOs that are locally based, many of which have a close relationship with communities. Building on this link, the unit provided support to CSOs and successfully advocated for reforms aimed at deepening democracy at the local level with the help of local communities and CSOs themselves.

The programme extended its reach, scope and coverage beyond South Africa by collaborating with the South African Department of Provincial and Local Government (dplg) in support of the decentralisation process in the Democratic Republic of Congo (DRC).

Activities

Support for the DRC decentralisation process

The Republic of South Africa and the DRC have signed a bi-lateral agreement providing a framework for co-operation between the two countries. Within this context, EISA was retained by the South African dplg and spell out (GTZ), in partnership with stakeholders in South Africa and the DRC, to support and facilitate the organisation, preparation and implementation of the national consultative forum on decentralisation held in October 2007 in Kinshasa.

The Ministry of the Interior Security and Decentralisation in the DRC hosted the National Consultative Forum to discuss the Organic Bill Governing the Territorial, Administrative and Political Decentralisation of the Democratic Republic of Congo. The Forum brought together representatives from all levels of government (national, provincial and local) from both political and administrative arms of government. The Forum provided an opportunity to explore a shared vision and an articulated strategy towards the policy of decentralisation enshrined in the Constitution of the DRC.

Discussions are at an advanced stage with the dplg on a project that will see EISA conduct an assessment of the current state of the organisational capacity of provincial and municipal institutions in the DRC as well as a comparative analysis of current policies and legislation. It is envisaged that the outcomes of the assessment will assist the dplg focus its organisational development support to the DRC. This project requires an analysis of national policies and legislation relating to local governance as well as an analysis of provincial policies and legislation in 20 municipalities. EISA is required to co-ordinate and facilitate the compilation and analysis of all three levels and identify shortcomings and gaps.

Civil Society Support Programme (CSSP)

Working in two municipalities in Mpumalanga, Mbombela and Nkomazi, this programme focused on supporting CSOs and other community-based organisations (CBOs)

to enable them to play a more meaningful role in local government processes in their localities/local municipalities, through the design and development of a scorecard to assess the performance of their respective municipality. Representatives from CBOs attended a workshop, 'Enabling Active Citizenship', from 27-30 August 2007 in Nelspruit where participants interrogated topics around local governance, including the spheres of government and the role and functions of local government and citizen participation. Building on this workshop, participants were given the opportunity to identify more fully the role that they can play in ensuring transparent and accountable governance through the design and development of a local scorecard by which they could assess their municipality's performance. An outcome of this process was the establishment of working groups which were tasked with supporting mentors in implementing the scorecard.

To drive the scorecard process and to conduct further community workshops, two mentors were identified through an advert sent by the Mpumalanga Civil Society Forum (MCSF) to their member organisations to attend a one-day workshop. The training included mentoring and facilitation skills and responsibilities. The role of mentors in offering support and guidance to the working groups in the process of reviewing their municipality's performances was defined.

These workshops also provided a platform for organisations present to share experiences from their respective municipalities. The workshop contributed considerably to enhancing the institutional capacity of local governance in South Africa with a view to

improving effective service delivery and harmonious relations between local authorities and communities.

Enhancing participatory democracy at the local level

This project was carried out in the Eastern Cape Ukhahlamba District with an emphasis on the Maletswai and Gariep local municipalities. A workshop on Enabling Active Citizenship was conducted in Aliwal North from 9-11 October 2007. Representatives from organisations in both municipalities provided participants with basic information on how local government works, the relevant legislation and its provision for participatory democracy by citizens. The emphasis was on participation and the skills and knowledge that community members need to enable them to perform this role. The workshop focused on local governance, its functions and the role that CSOs can play in their municipality's processes through active participation. Given that the local community organisations were working in isolation from each other, consultative meetings with CSOs will be convened in 2008 to lay the groundwork for the establishment of a local forum able to co-ordinate more focussed interaction with the municipality. The intention is to introduce the Civil Society Support Programme (CSSP) to these forums in 2008.

Developing the National Qualification Skills Programme for Ward Committees and Ward Councillors

National Qualification for Ward Committees

Together with the Conflict Management Democracy and Electoral Education Depart-

Local Governance Programme Unit cont.

ment, the Department of Provincial and Local Government, GTZ and InWent, EISA was commissioned to develop the National Qualification for Ward Committees. Eight modules were developed in accordance with the qualification and have been placed on the Local Government Seta website accessible to facilitators countrywide. Although ad hoc training and programmes have been conducted for ward committees, this is the first ward committee certification programme where participants are registered to achieve a national qualification. This initiative is part of the dplg's efforts to improve on the functionality of the ward committee system.

The request by EISA to contribute to this qualification is an important recognition of the expertise that EISA has developed in the area of the local governance field in South Africa.

National Qualification for Ward Councilors

During the period under review, EISA, in partnership with the South African Local Government Association (SALGA) and supported by GTZ, developed the first four modules for the NQF level 3 qualification, 'Local Government Councillor Practices'. Like the ward committee qualification, this programme will be offered countrywide to councillors as an accredited course.

Training Johncom Media/BDFM graduate trainee journalists

This is the second year that EISA has assisted Johncom Media in facilitating a workshop for trainee journalists. EISA designed a 'Local Governance and Democracy' course. Trainee journalists were given information on

the Constitution and local government, the role and function of local government, local governance in the 21st century, and particularly local government and the media. The course is aligned to the South African Qualification Authority unit standard 242868 which requires participants to demonstrate and apply knowledge of the role and responsibility of local government in South Africa. Trainees are assessed according to this standard.

Impact

The Local Government Programme focuses mainly on capacity building and entrenching democracy by strengthening public participation at the local level. This programme has resulted in CSOs having an increased understanding of local governments, how they function and what CSO's role in local government processes should be, i.e. public participation. Another impact has been the formation of CSO forums, which have resulted in CSOs having a more cohesive relationship with the different departments in the municipalities.

Preview of Plans for 2008

In 2008, the Local Government Programme will deepen its work around building democracy at the local level. The following activities are planned:

- The CSSP with specific focus on the implementation of the municipal scorecard will provide ongoing support to CSOs. This will be done through the formalisation of the scorecard that has been designed to enable CSOs to review the performance of their municipality in the

areas of service delivery and governance which was piloted in Mbombela and Nkomazi.

- The next phase in the CSSP programme will be the design of a toolkit which will guide CSOs when implementing the scorecard. The training for Avusa (previously Johncom Media) trainee graduates in the Governance and Democracy Programme will also be facilitated.
- The remaining five modules will be developed to complete the development of the National Qualification Skills Programme for Ward Councilors.
- The partnership with the dplg in its efforts to support decentralisation processes in the DRC will be sustained and consolidated.



Political Parties Unit

Overview

EISA's Political Parties programme is executed in line with the institution's strategic goal of strengthening governance processes and representative institutions in order to entrench participatory democracy. Most of the activities during this reporting period focused on political parties' capacity building. This was done through in-country dialogue and training workshops. The programme was implemented through two complementary projects, namely (a) Strengthening Political Parties for Sustainable Democracy in the SADC Region and (b) Political Party Strengthening in Sudan. Both projects are in line with EISA's strategic mission, namely the promotion of effective citizen participation in democratic processes to strengthen institutional accountability and responsiveness.

Activities

Materials development

A training manual on strengthening political parties has been drafted. This consists of six modules:

- 1) Political Parties
- 2) Leadership
- 3) Organisational Development
- 4) Public Outreach
- 5) Party Coalitions
- 6) Conflict Management

The manual has been tested in two workshops. The first one was held in Gaborone, Botswana from 24-26 October 2007. The second workshop was held in Mbabane, Swaziland from 19-21 November 2007. The

manual is being further tightened according to the observations that the facilitators have made during the training workshops as well as input from participants. Once this is completed, the manual will be printed and used as a standard training manual for parties in the SADC and beyond.

Capacity-building training workshops in Botswana, Lesotho and Swaziland

Capacity-building workshops were conducted for parties in Botswana and Swaziland during this reporting period. Ten political parties were trained in Botswana. These included the ruling Botswana Democratic Party (BDP), Botswana National Front (BNF), Botswana Congress Party (BCP), Botswana Peoples Party (BPP) and Botswana Alliance Movement (BAM). Political organisations in Swaziland were also trained. These were The Ngwane National Liberatory Congress (NNLC), People's United Democratic Movement (PUDEMO), INHLAVA Forum (IF), SIVE SIYINQABA (SS), and Swaziland Youth Congress (SWAYOCO).

Through the dialogue and training workshops, this project achieved the following:

- Providing participants with an understanding of the nature and character of political parties;
- Deepening issues related to leadership among participants;
- Enhancing the knowledge of participants on organisational development;
- Introducing participants to public outreach strategies;
- Providing participants with insights into political party coalitions;

- Empowering participants with conflict management skills; and
- Reinforcing the capacity of participants in electoral processes.

The workshops covered five thematic areas: gender representation, intra-party democracy and inter-party relations, outreach activities, conflict management and leadership in political parties.

Capacity-building training workshop in Sudan

One workshop was conducted for the six major political parties in Sudan. This was held in Khartoum, Sudan from 21-23 May 2007. The parties included Democratic Unionist Party (DUP), The Sudanese Communist Party (CP), National Congress Party (NCP), Sudan People's Liberalism Movement (SPLM), Umma National Party (UP) and People's National Congress (PNC).

The overall objective of the workshop was to provide a platform for parties to discuss issues pertaining to their internal governance and functioning. The parties looked specifically into the following issues;

- 1) Internal governance
- 2) Organisational structures
- 3) Membership
- 4) Leadership selection/election
- 5) Party competition, party coalitions

The methodology of the workshop was participatory. The facilitators made presentations followed by inputs from the participants themselves. In this way, participants were able to suggest alternatives to the many challenges that they were faced with

and exchanged ideas with openly and candidly. Case studies and scenarios were used to get participants more involved

Impact

The Political Parties programme has facilitated a strong linkage between EISA and individual parties in Southern Africa and Sudan. The increased level of collaboration and partnership of EISA with parties cuts across the political divide as EISA's methodology is to engage all parties collectively, involving both ruling and opposition parties. The mutually-beneficial relations between EISA and political parties have led to various requests by collectives of parties in various countries for technical assistance on how coalitions and alliances are formed both within and outside Parliaments.

Botswana

The programme has opened vistas for dialogue among political parties on a wide array of issues including party coalitions. The workshops were attended by high-ranking party officials. The opposition parties were able to negotiate modalities for forming alliances, following skills and technical assistance provided by EISA through this programme. Parties have also been calling for electoral reforms following the training.

Swaziland

The immediate impact of the training workshop and the previous in-country dialogue workshop has been a further opening up of the political space in Swaziland. Political organisations in Swaziland are now getting used to interacting and exchanging opposing views openly and candidly. Parties have

Political Parties Unit cont.

also expressed appreciation to EISA for the programme which is the first of its kind in the country.

Sudan

The workshop was part of an ongoing process seeking to strengthen political parties in Sudan undertaken jointly by EISA and three other agencies: International IDEA, Canadian Parliamentary Centre (CPC) and Partners in Development Services (PDS). While no immediate impact has been registered, the programme has contributed to the efforts aimed at bringing democratic transition, rule of law and peace and security in Sudan

and co-operation between the stakeholders which is a result envisaged under the Comprehensive Peace Agreement (ACP). EISA has received feedback from the various parties who highly appreciated the training as a good platform for them to exchange views.

Preview of Plans for 2008

Capacity-building training workshops will be conducted in Lesotho, South Africa and Sudan, in pursuance of the objectives stated above. A research report on inter-party relations in Botswana will be published in 2008.



*EISA Political Parties
Workshop Lesotho*

Legislative Strengthening Unit

Overview

Good governance is an important condition for economic development and both parliaments and civil society have an important complementary role to play in promoting this. There is much to gain from effective parliaments if systematic, long-term and sustainable support is provided to this key institution and the existing gap between parliaments and civil society is bridged. The Legislative Strengthening Unit aims to strengthen selected parliaments in Africa by improving the capacity of parliamentarians and strengthening parliament-civil society relations. It is a pilot project being implemented in the Democratic Republic of Congo (DRC), Madagascar and Kenya, all of which have recently elected parliaments.

Activities

In 2007, the project focused on establishing the necessary institutional capacity for the pilot project and launching activities in two of the three selected countries. Two needs assessment missions were conducted in the DRC and Madagascar by EISA staff. Interviews were conducted with Members of Parliament (MPs), local civil society organisations (CSOs) and international organisations. The primary purpose of these assessments was to identify capacity-building needs of MPs and CSOs which need to be met in order to improve the effectiveness of parliaments, and the existing mechanisms for parliament-civil society engagement.

Based on the findings of the DRC and Madagascar needs assessments, materials for capacity-building workshops in the two countries began. A handbook for parliamentarians was drafted. It includes modules on law-making; oversight; budgeting and finances; representation/constituency outreach; and public speaking, communication and media liaison. Preparation for a CSO handbook with modules on influencing the law-making process; accountability and citizen participation; and budgeting and advocacy for civil society commenced.


Impact

The project is in line with EISA's goal of promoting effective citizen participation in democratic processes to strengthen institutional accountability and responsiveness. Having only begun in 2007, the project is expected to impact positively on the effectiveness of parliaments through activities which will strengthen the capacity of parliamentarians to fulfil their roles and improve the relationship between parliaments and civil society.

Preview of Plans for 2008

During 2008, the following activities will be implemented:

- Capacity-building materials for parliamentarians and civil society organisations will be further developed;
- A needs assessment will be conducted in Kenya;



Legislative Strengthening cont.

- Workshops for parliamentarians and CSOs will be run in three countries (DRC, Madagascar and Kenya);
- Stakeholder dialogue meetings will be held in the three countries; and
- Project evaluation will be undertaken.

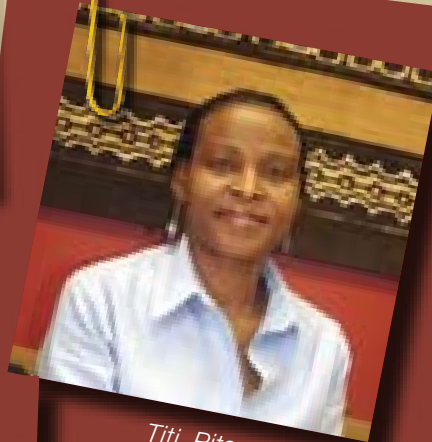


Balloting & Electoral Services

Balloting and Electoral Services



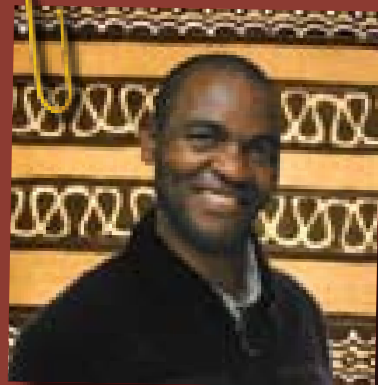
Thobile Thomas
Manager



Titi Pitso
Manager



Ncedisa Mthenjwa
Senior Programme Assistant



Mlandeli Tengimfene
Assistant programme officer

Balloting and Electoral Services (BES)

Overview

Balloting and Electoral Services (BES) promotes corporate governance within corporate and civil-society organisations, community-based organisations, tertiary institutions and statutory bodies, by providing impartial and professional electoral administration and management services.

In 2007 the department provided services to a broad range of organisations. The volume of work was much higher than in previous years, indicating that BES has become an established player in the area of corporate governance elections. This was also a testament of confidence in BES by clients. Some of the clients that BES conducted trustee elections for during the period under review included the Amplats Group Pension Fund (AGPF), the Standard Bank Group Retirement Fund (SBGRF) and the Government Employees Medical Scheme (GEMS). Other highlights included conducting elections for all the African National Congress (ANC) structures and the Police and Prisons Civil Rights Union (POPCRU) regional and provincial structures.

Activity Highlights

Medical aid schemes and group retirement pension funds

The main highlights of the year included successful completion of the postal vote for the GEMS Board of Trustees election. Given the size of the electorate (105 411 members), this required skillful organisation. The other highlight was the Standard Bank Group Retirement Fund (SBGRF), which was also successfully completed. Both GEMS and SBGRF included an element of elec-

tronic voting and counting and both had to be observed by auditors with an IT background. The use of IT, particularly electronic counting, is gaining momentum, especially for large-scale elections, including postal voting.

Another highlight was the conclusion of the Bonitas Medical Fund elections. Since this is the second largest scheme in the country, EISA's involvement further bolstered its position as the leading and preferred service provider. This election was a highlight for another reason, namely the extent of the challenge it posed for BES. Firstly, the process included several legal challenges over the rules which raised administrative complexities. Secondly, there was a challenge in ensuring that the election took place in an environment conducive to credible elections. It is therefore pleasing to report that, in spite of these challenges, the election was completed and the outcome accepted by the members as well as the Registrar of Medical Schemes.

The year finished with another interesting election for the Amplats Group Provident Fund (AGPF). The AMPLATS group is the world leading primary producer of the platinum group of metals. Unlike GEMS and SBGRF which were postal elections, the AGPF elections were conducted on-site and throughout the length and breath of platinum mines from Rustenburg to Thabazimbi and over 11 production areas. Given that voters work different shifts, electoral staff had to be at the voting stations, which were located in all the mining shafts, at 3am in time to conduct elections for miners going down the mine for the first shift and concluding at midnight when the last shift came

Balloting and Electoral Services cont.

on duty. The unusual hours that electoral staff had to work brought a new dimension to the promotion of corporate governance within the mining sector and gave BES an opportunity to be part of this extraordinary electoral process.

Non-governmental and community-based organisations

In addition to BES having successfully conducted elections for almost all the structures of the ANC at regional and provincial levels, as well as all structures of POPCRU, the department also conducted elections for community-based organisations (CBOs) and non-governmental organisations (NGOs), such as the South African Women Lawyers Association (SAWLA) Gauteng Chapter, Bekkersdal Development Forum, all structures of the Gauteng Community Organisations (GCO) and Soweto Media Resources Centre (Jozi FM).

Servicing CBOs and NGOs has its own challenges, including matters relating to corporate governance and electoral democracy as well as some members of these organisations not being familiar with how their constitutions operate. Through the efforts of diligent BES electoral staff, these and other challenges encountered when conducting elections for such organisations were able to be resolved. It is heartening for the staff at BES to work with CBOs and NGOs as it indicates how corporate governance is taking root within these organisations.

The department was faced with, and responded positively as reflected in the report, to the challenge of the establishment of a competing agency staffed mainly by former BES staff.

Impact

2007 has been a very busy year for the department, illustrated by the volume and diversity of elections conducted. These ranged from medical aid schemes, retirement funds, unions and tertiary institutions to NGOs and CBOs. The sheer volume of the work done for a broad spectrum attests to the confidence these organisations have in EISA. This is also an illustration of the maturation of corporate governance within these organisations. The introduction of electronic counting and voting had been another progressive experience for the department.

Preview of 2008

In the immediate future, BES will continue to offer a professional service and maintain regular contact with its current clients and source new clients as well as seek innovative ways to ensure an efficient service. At the beginning of 2008, BES continued to work on the Transnet Second Defined Benefit Fund (TSDBF) postal elections of 82 556 voters which was a carry over from 2007. Some of the projects BES started working on in 2008 were the handling of the nomination process for the South African Nursing Council (SANC), conducting elections for the Evaton Development Forum as commissioned by the Department of Housing (Gauteng Province) and the Bonitas Medical Aid referendum on the amalgamation with the BHP Billiton Medical Aid Scheme, a project with 145 000 voters.

Staff

BES said goodbye to three of its staff members, Thobile Thomas who has managed the BES department for the past six years and

two of his colleagues, Ncedisa Mthenjwa and Mlandeli Tengimfene who tendered their resignations. Titi Pitso was appointed as the new BES manager. She will be joined in 2008 by Karen Ogle as the BES programme officer. Both Ms Pitso and Ms Ogle have ex-

tensive experience in corporate governance and national elections. They have collectively accumulated more than 20 years experience in election work, both in and outside South Africa.

2007 Election Statistics

#	Completed	Client	Type of Service Provided
1	14 June-07	Government Employer Medical Scheme	Board of Trustees Election
2	21 Jul-07	ANC Amathole Region	Regional Office Bearers Election
3	22 Jul-07	ANC Womens League Mpumalanga	Provincial Office Bearers Election
4	22 Jul-07	ANC OR Tambo Region	Regional Office Bearers Election
5	29 Jul-07	SAWLA Gauteng Chapter	Provincial Office Bearers Election
6	29 Jul-07	Bekkerdal Development Forum	Local Office Bearers Election
7	30 Jul-07	ANC Womens League Limpopo	Provincial Office Bearers Election
8	18 Aug-07	ANC Cacadu Regional Conference (Continuation)	Regional Office Bearers Election
9	8 Sep-07	POLMED	Member Trustees Election
10	8 Sep-07	GCO Ekurhuleni	Regional Office Bearers Election
11	15 Sep-07	GCO City of Johannesburg	Regional Office Bearers Election
12	15 Sep-07	POPCRU KwaZulu Natal	Provincial Office Bearers Election
13	21 Sep-07	POPCRU Free State	Provincial Office Bearers Election
14	21 Sep-07	University of Johannesburg	Student Representative Council
15	22 Sep-07	GCO West Rand	Regional Office Bearers Election
16	29 Sep-07	ANC YL North West Province (Continuation)	Provincial Office Bearers Election
17	29 Sep-07	GCO Sedibeng	Regional Office Bearers Election
18	30 Sep-07	ANC Boland	Regional Office Bearers Election
19	6 Oct-07	GCO Tshwane	Regional Office Bearers Election
20	8 Oct-07	ANC Gauteng	Provincial Office Bearers Election

Balloting and Electoral Services cont.

#	Completed	Client	Type of Service Provided
21	6 Oct-07	Popcru Northern Cape	Provincial Office Bearers Election
22	5-7 Oct-07	Popcru Limpopo	Provincial Office Bearers Election
23	13-14 Oct-07	Popcru Western Cape	Provincial Office Bearers Election
24	17-18 Oct-07	Popcru Eastern Cape	Provincial Office Bearers Election
25	19-20 Oct-07	Popcru Gauteng	Provincial Office Bearers Election
26	21 Oct-07	ANC City of Cape Town	Regional Office Bearers Election
27	20-21 Oct-07	Popcru North West	Provincial Office Bearers
28	31 Oct - 1 Nov-07	Tshwane University of Technology	2007/2008 Central and Local SRC Election
29	5-8 Nov-07	Standard Bank Group Retirement Fund	Board of Trustees Election
30	20-23 Nov 07	Anglo Platinum Group Pension Fund	Board of Trustee Elections
31	08 Dec-07	Jozi FM	Board of Trustees Election
32	11-14 Dec-07	Anglo Platinum Group Pension Fund	Board of Trustees Election



Elections and Political processes

Elections and Political Processes



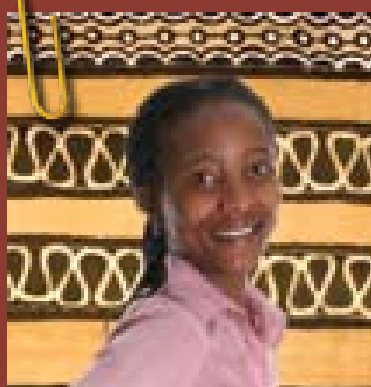
Martinho Chachiua
Manager



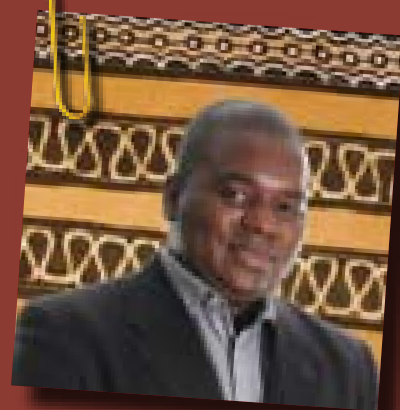
James Gadin
Programme Officer



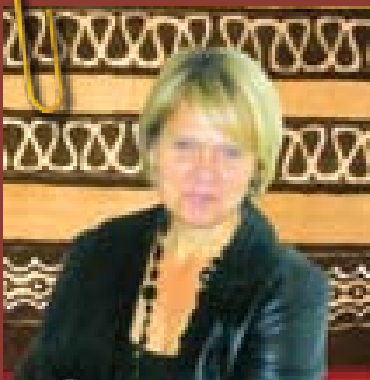
Naphtaly Sekamogeng
Intern



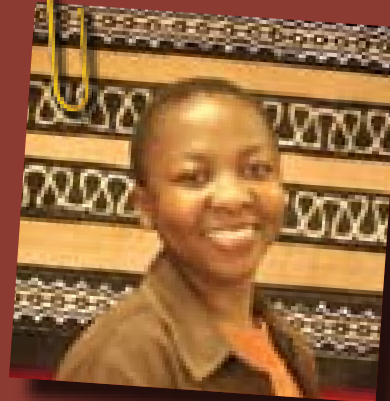
Nosipho Mokoena
Programme Assistant



Dieudonné Tshiyoyo
Programme Officer



Sheri Le Mottee
Curriculum Specialist



Belinda Musanhu
Senior Programme Officer

Elections and Political Processes

Overview

During 2007, the Elections and Political Processes department had two main thrusts. Firstly, it continued with deepening its traditional activities in the areas of election observation and assistance to election stakeholders, namely civil society organisations (CSOs), Electoral Management Bodies (EMBs) and political parties. Secondly, it continued developing activities in expanding its continental coverage mainly but not exclusively in supporting the African Union and Pan-African Parliament in the areas of election observation. The department pursued its objectives through three main programmes, namely Enhancing the Capacity of Election Practitioners in the SADC region (ECEP), Africa Democracy Strengthening (ADS) and the ACE Capacity Development Facility.

Activities and Achievements

Election observation mission and post-election reviews

In 2007, the department co-ordinated the deployment of election observer missions to Lesotho and Madagascar. Both these missions provided an opportunity for EISA to collect information on the conduct of the electoral processes in the two countries and also to contribute to peer learning and support. Given the charged pre-election environment in Lesotho, EISA approached Sir Ketumile Masire, EISA's patron and former President of Botswana, to lead the mission. Sir Masire was subsequently appointed by SADC to mediate between the Basotho parties to resolve the post-election crisis in the Kingdom. The department also initiated a post-election review which was held in September at the height of the efforts aimed at resolving the post-election conflict.

Support for the Africa Union Commission and the Pan-African Parliament

The department led EISA's discussions in the formulation of memoranda of understanding (MOU) with the African Union Commission and Pan-African Parliament respectively. Following discussions with these pan-African institutions, a broad MOU was signed with the Pan-African Parliament. Since the signing of the MOU, EISA has provided technical assistance to PAP secretariat in the area of election observation. The assistance consisted of conception and administration of a training programme in election observation, establishment of an election unit and logistical as well as technical assistance in co-ordinating and managing the first ever PAP election observer mission to Kenya. The training has been administered to PAP MPs who will subsequently be deployed to observe various elections on the continent.

The African Union Commission and EISA have agreed to the text of an MOU providing for a wide range of areas where the two institutions can forge partnerships aimed at promoting democracy, good governance and credible elections on the continent. EISA assisted the African Union in deploying observation missions to Sierra Leone and Togo.

Support for the SADC election observation mission

Over the reporting period EPP, with the assistance of the Germany Development Agency (GTZ), instituted a training programme for SADC observers through the SADC Directorate of the Organ on Politics, Defence and Security. The programme is aimed at enhancing the effectiveness of the SADC election observer missions and includes facilitating training for election observers and capacity development for the SADC secre-

Elections and Political Processes cont.

tariat in the area of management and co-ordination of effective election observation missions. During the period under review, the first workshop was held in November 2007 in Midrand, South Africa, to begin to prepare SADC to observe elections in 2008 in Zimbabwe, Angola and Swaziland. This workshop has contributed to improvements at the technical level of election observation. Political considerations remain a challenge, as they continue to hamper the ability of these regional and continental bodies to effectively confront the ills of electoral processes.

Support for non-partisan domestic observation

EISA believes that electoral processes on the continent stand a better chance of credibility and improvement if they are closely monitored by the people of the countries in which they take place. To achieve this, EISA has placed its emphasis on supporting civil society organisations in their efforts to conduct domestic election observation. Over the period under review, EPP held two regional training workshops in election monitoring and observation, as a result of which domestic observers in Lesotho and Madagascar were recognised as important stakeholders in the process. It is encouraging to note that domestic election observation in the SADC region has moved from simply being part of the lexicon to making a real impact.

Specialised training

The EPP department held a training workshop on voter registration systems and technology for EMBs. The workshop was prompted by the realisation that voter registration is one of the most important and usually the most expensive part of an electoral process. Despite this, there has not been enough effort in

looking into voter registration methodologies which can be applied in a more sustainable and cost-effective manner in the compilation and management of a voters' roll by EMBs. In addition, supplier-driven voter registration modules (sometimes combined with national civil registry systems) largely reliant on IT and special material from external suppliers are chosen by electoral commissions, while sustainability issues are not fully considered. The workshop was the beginning of a discussion amongst EMBs in the region aimed at identifying the most efficient, cost-effective and sustainable methodologies, including IT solutions, for voter registration. The department intends to sustain this discussion over the next 12 months in order to assist EMBs in improving their registration systems.

Support for political parties

Political parties are another important category of electoral stakeholders. Over the period under review, EPP undertook activities aimed at assisting political parties to enhance their ability to monitor the electoral process. The overall goal is to ensure that political parties effectively monitor the electoral process and hence contribute to its integrity in the democratic process. In this regard, a regional workshop on poll watching was convened. Representatives from the ruling and main opposition political parties from Southern African countries, namely Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Swaziland, Tanzania, Zanzibar and Zambia, attended the workshop. The workshop provided an environment in which political parties shared their experiences in poll watching and highlighted ways in which they can further their engagement in the electoral process beyond their traditional role as contestants. The workshop highlighted the role that political parties can play in enhancing democracy generally and

in promoting election integrity specifically through the election monitoring work that is undertaken by their agents at election time. During the next reporting period, EPP will provide training for party agents in countries holding elections.

ACE Electoral Knowledge Network

EPP continued to co-ordinate EISA's contribution to the ACE Electoral Knowledge Network. In particular, EISA was given the responsibility of the Capacity Development Facility project. The groundwork for a pilot programme has been laid for this project initially working in Malawi, Mozambique and Swaziland. The second area of activity of the ACE Knowledge Network is the Regional Resource Centre. EISA has since established a regional Electoral Knowledge Network which has undertaken to update the ACE website, publish a newsletter and produce and regularly update comparative data for all the Southern African countries.

Hands up for Democracy

EISA in partnership with the National Department of Education initiated the "Hands up for Democracy" award, an outcome of an initiative that built on EISA's credible track record of interventions in South Africa's schools. The competition took the format of a national essay writing and fine arts competition open to schools country-wide creating an awareness and knowledge in schools about the importance and impact of electoral processes, good governance, human rights and democratic values in the lives of young South Africans.

The award had two categories, namely, a Primary School category for learners from the Intermediate and Senior Phases (up to Grade 7) and a high school category, that is learners from the Senior (grade 8 only)

and FET Phases. EISA received close on 2000 entries for this competition with the submissions taking various forms, the bulk being essays, a small number of artworks and even one DVD production.

The Awards Event was celebrated with a function held at the Women's Prison Constitution Hill, a very fitting and inspiring venue as those who attended used the opportunity to visit the exhibits and look around the prison. The event was attended by the participants, their parents, school principals, members of the Department of Education and supporting organisations. There was great excitement from the scholars and their parents at the opportunity to meet the Minister of Education Ms Naledi Pandor who gave the keynote address, with all the successful entrants insisting on a photograph with the Minister.

The success of the competition was evident in the sense of pride and the seriousness with which participants and their winning schools responded to the presentation of certificates and prizes.

The Emerging Impact

EISA is widely recognised as a leading organisation in the areas of Governance, Democracy and Elections in Africa. Its contribution in entrenching election observation and assistance in the SADC region is perhaps the most pronounced aspect of its achievements. Indeed, domestic observation in the region has become bolder over the last few years and EISA has been at the forefront in promoting this work. As a result, over the reporting period, EISA has seen recognition by a number of national as well as regional institutions, such as SADC, African Union and Pan-African Parliament which have sought assistance from EISA in developing their own capacity to

Elections and Political Processes cont.

observe elections. With the people of Africa and the international community increasingly demanding quality elections, EISA has made considerable strides to contribute to meeting their expectations.

Preview of 2008

In 2008, the EPP department will continue to strive to enhance the capacity of election practitioners through a number of targeted interventions, including promoting training courses for EMBs, regional and Pan-African institutions in election administration, monitoring and observation, facilitation of peer learning and exchange of experiences. EPP will also continue to deploy regional observer missions to all elections in the region and make every effort to deploy civil society-based election observation missions throughout the continent.

EPP will seek to enhance its partnership with regional and continental institutions,

such as SADC, AU, Pan-African Parliament and possibly ECOWAS in the area of election observation, with a view to enhancing their ability to professionally observe elections and contribute to electoral reforms.

Over the next twelve months, EPP will conclude the ACE Capacity Development Facility project as well as continue to update the ACE website. The department will continue to make efforts towards the training of its staff in aspects of election administration. Such training will ensure that these staff members are an effective resource in the continent, ready to provide much-needed assistance to EMBs.

Staff

Belinda Musanhu
Dieudonné Tshiyoyo
James Gadin
Martinho Chachiua
Nosipho Mokoena
Sherri Le Mottee



Former President Ketumile Masire led the EISA election observer mission to Lesotho in February 2007, assisted by Denis Kadima as the deputy mission leader

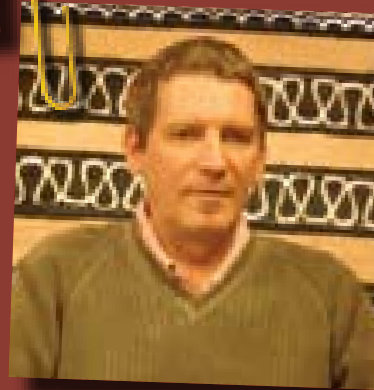


Information and Communication

Information and Communication Technology



*Alka Larkan
Senior Programme Officer*



*Deane Stuart
Researcher*



*Irene Maboea
Intern*

Information and Communication Technology

Overview

The Information and Communication Technology (ICT) unit provides support to the organisation by assisting in the technological aspects of EISA's programmes. It is responsible for the EISA web site 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.

Activities and Achievements

In 2007, the department contributed to the strategic work of the organisation by intensifying the development of web content, specifically the Democracy Encyclopaedia, in order to provide a service and products that are of keen interest to EISA's stakeholders. The success of this service is evidenced by monthly increases in that site visits and downloads. Most visitors are interested in EISA publications (available for free download from the web site) and the detailed pages on SADC politics and elections. The African Election Calendar is one of the most visited pages on the site.

The efficient attainment of many of EISA's goals and objectives is, in part, made possible by the infrastructure ICT provides.

In particular, the unit:

- Deepened and improved the quality of the Democracy Encyclopedia content as part of the first year of the Consolidating Democratic Governance in the SADC Region, Phase II project. A new section was added to

the Democracy Encyclopedia presenting comparative tables of information on topics such as political parties. This was facilitated by a redesign of the information architecture for this section of the web site.

- Maintained the quality and popularity of the African Election Calendar.
- Researched the EISA knowledge management (archiving) project with a recommendation for implementation in 2008 by the ICT Department in conjunction with the Library.
- Contributed to the ACE web site and trained EPP and Research interns to contribute to the site.
- Expanded the links directory on the web site to incorporate a section on gender.
- Consistently maintained and updated the EISA intranet, a staff resource.

Preview of Plans for 2008

A proposal for a project using geo-spatial interface tools to display EISA data in maps on the web site will be finalised and submitted in early 2008 in order to begin project work in the same year.

The unit will expand the staff complement by retaining a support technician in the place of the intern position filled in 2007.

Technically, the unit will upgrade the organisation's internet access at head office and stabilise field office ICT support in the DRC and Maputo. In addition, a review of hard-



Information and Communication Technology

ware and software used across the network at head office will be completed in preparation for upgrade budgeting for 2009.

The archiving project will be implemented by ICT and the EISA Library.

Staff

Alka Larkan

Deane Stuart

Irene Maboea



EISA
 Promover los Derechos Humanos y la Democracia Participativa en África

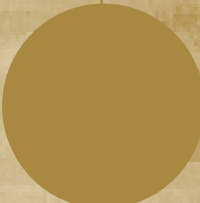
Nuestra Misión
 La gobernanza democrática, el respeto los derechos de las personas y la participación de las mujeres y hombres en el diseño de políticas de gobierno de África.

Nuestro Objetivo
 El fortalecimiento de la gobernanza democrática, la democracia participativa, la cultura de los derechos de las personas y el fortalecimiento de las instituciones de gobierno, para la implementación de la democracia en África.

EISA
 Promote Human Rights and Participatory Democracy in Africa

Our Mission
 Democratic governance, respect for human rights and the participation of men and women in the design of government policies in Africa.

Our Objective
 The strengthening of democratic governance, participatory democracy, the culture of human rights and the strengthening of government institutions, for the implementation of democracy in Africa.



Field Offices

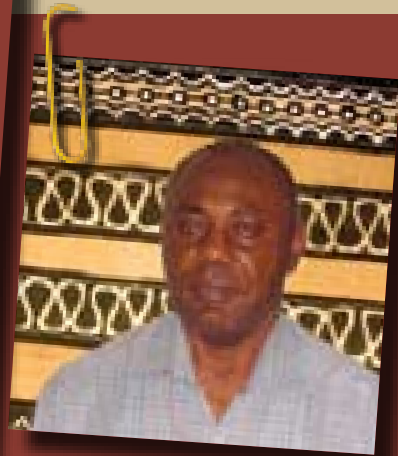
Democratic Republic of Congo



*Vincent Tohbi
Country Director*



*Hector Lubamba
Programme Officer*



*Ferdinand Kapanga
Programme Officer*



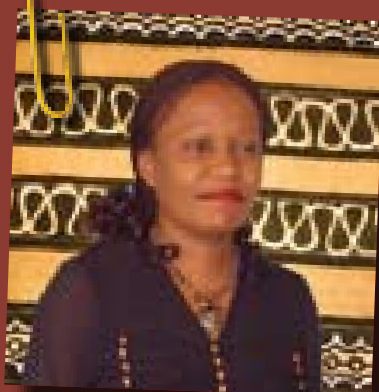
*Serges Kavuanda
Finance Officer*



*Christophe Ndelika
Driver*



*Antoinette Mbumba
Programme Assistant*



*Fanny Tsimba
Programme Assistant*



*Nicole Mibulumukini
Office Administrator*

Democratic Republic of Congo

Overview

Following its significant contribution to the successful conduct of the national and provincial elections in 2006, EISA-DRC dedicated most of its efforts to laying the groundwork for its post-election programme which will focus on governance matters.

The efforts included providing technical assistance to the National Independent Electoral Commission (CEN), civil society organisations (CSOs) and political parties. EISA helped to strengthen the CEN's staff capacity to run the indirect elections of senators, provincial governors and deputy governors in the provincial assemblies. EISA also sensitised CSOs and political parties on their role in ensuring that these indirect elections were understood by the people and held in a peaceful environment. EISA-DRC also had the opportunity to contribute to the organisation of the National Forum on Decentralisation along with many other national and international institutions, so as to assist the DRC government to set up an appropriate local governance programme, which will be more likely to help the country to consolidate peace and achieve its developmental goals.

In-between the last indirect election and the holding of the National Forum on the Decentralisation, EISA contracted researchers in five DRC provinces to identify the existing framework for decentralisation, the infrastructure, the human resources, the supporting institutions and financial resources available.

Activities and Achievements

Activities

The training of IEC staff for holding senators and governors elections

After successful general elections held in 2006, the IEC for the first time had to organise an indirect election which included equipping its staff with appropriate skills to face this new challenge. In collaboration with the IEC, EISA organised a 2-day workshop to familiarise the IEC staff, including presiding officers and assessors, with how to conduct the indirect elections. The workshop took place simultaneously in 11 provincial capitals, with EISA providing logistical support.

Citizen sensitisation through civil society delegates and political party representatives

Anticipating that indirect elections could be misunderstood by some people and lead to unrest and tension, EISA facilitated the sensitisation of the representatives of political parties and CSOs ahead of these elections. Meetings were held simultaneously in all the 11 provincial capitals. For each of those meetings, EISA and the IEC took the opportunity to explain the process, the importance and the consequences of these elections and the roles expected of each stakeholder for the success of the operation.

The training and deployment of local observers to monitor the mentioned elections

Since the establishment of the Réseau National pour l'Observation et la Surveillance des Elections au Congo (RENOSEC), the

Democratic Republic of Congo cont.

most important election observer network of NGOs in the DRC, EISA has contributed to the capacity building of an important number of domestic observers through training throughout the country. For the indirect elections, EISA supported the deployment of domestic observers in order to ensure the conduct of free and fair ballots.

The training and deployment of conflict mediators to follow up the electoral campaign and run the mentioned elections

Having played a critical and successful role during the 2006 national and provincial elections, conflict mediators were deployed during the campaigning and election days for these indirect elections in the provincial and national assemblies. Their presence and intervention contributed to the reduction of violence.

The co-hosting of the National Forum on Decentralization in the DRC

EISA co-hosted the organisation of the most important post-election workshop for national and international stakeholders and donors to discuss the best way to implement the decentralisation process, as required by the DRC Constitution. The five-day workshop took place in October 2007 and contributed to the development of a common understanding of the decentralisation process between the Government, Members of Parliament, civil society organisations, the donors, and the provincial executives.

Achievements

- The elections of senators and governors in January 2007 were peaceful. Following these elections, the DRC experienced its first challenge of

indirect elections. Regrettably, some time after the indirect elections were held, violence occurred in the Kivu province and then in the Bas Congo province, where dozens were reported dead. The violence was not due to the technical process but rather to the resistance of the population to the choice made by the MPs through the indirect election.

- The workshops for CSOs provided the appropriate information on what is required to interact with their provincial legislators as the elected representatives of the people.
- A concept document was produced on the state of decentralisation as a result of EISA's research. Based on this information, the National Forum on Decentralisation sensitised people before the effective implementation of decentralisation. The legal framework is expected to be adopted by Parliament.
- EISA's fundraising for its Governance Programme in the DRC was confirmed by EISA's main donors in the DRC, namely the Swedish International Development Co-operation Agency (SIDA) and the Department for International Development (DFID).

Preview of Plans for 2008

After making a significant contribution to the transitional period in the constitution drafting and adoption process, the referendum and the electoral process, EISA plans to support stakeholders to deepen democracy, peace and governance in the post-election DRC over the next four years from 2008 to 2011.

Building on the achievements of the transitional period, EISA commits itself to supporting the National Independent Electoral Commission (CENI), the national and provincial parliaments, local governance and decentralisation, political party strengthening, civil society organisations' capacity building and mediation in social conflicts. Discussions with both international and national partners will gain momentum as from the beginning of 2008.

Staff

From the beginning of the year up to mid-June, the DRC field office carried out activities with its Country Director supported by its full staff complement of eight. However, pending the commencement of its post-

election work on governance matters, the staff complement was gradually downsized between June and December 2007. The governance programmes which will commence in 2008 will see the office engaging additional staff.

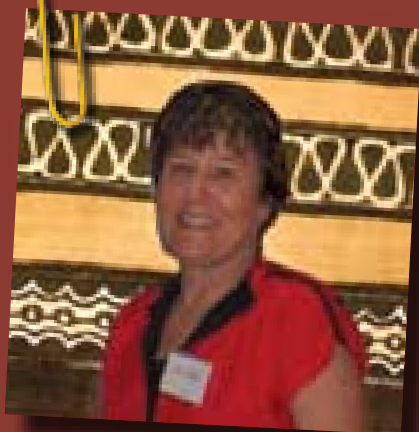
Staff:

- Antoinette Mbumba
- Christophe Ndelika
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- Ferdinand Kapanga
- Hector Lubamba
- Nicole Mibulumukini
- Serges Kavuanda
- Vincent Tohbi

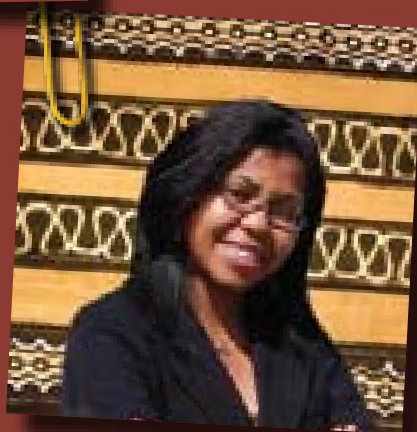


National forum on Decentralisation, Kinshasa, DRC

Madagascar



Claire Bless
Programme Manager



Nirina Rajaonarivo
Programme Officer

Madagascar

Overview

EISA opened an office in Madagascar to facilitate a capacity-building programme for women candidate parliamentarians in preparation for the Madagascar 2007 Parliamentary Elections. The main objective of the programme was to encourage women's participation in and access to political life. The office was staffed by a project co-ordinator, Claire Bless, and a programme officer, Nirina Rajaonarivo. Whilst EISA has always mainstreamed gender in its programmes, this was a challenging project as it provided EISA with an opportunity to focus specifically on encouraging women to engage with and actively create a space in decision-making processes. EISA used the parliamentary elections in 2007 in Madagascar as an entry point in laying the groundwork for actively encouraging women to engage with political parties to ensure their inclusion as potential candidates, identifying appropriate women to participate in a capacity building programme across the political spectrum, and building the capacity of potential women candidates to enable them to stand as candidates.

Activities

The project identified and implemented the following activities in support of the programme objectives.

Seminar

A successful two-day seminar under the theme 'Gender Equity in Democratic Processes and Institutions in the Madagascar and the SADC Region' was held in May to take the debate into the public domain and to create awareness of all stakeholders on issues that hinder women's participation

and gender parity in the political arena. A hundred delegates drawn from political parties, civil-society organisations, government institutions and professional and faith-based organisations participated. Speakers included local as well as regional resource people who brought to the discussion regional experiences. Topics included the impact on electoral systems of the inclusion of women in the electoral process and the role of political parties in enhancing women's representation in decision-making. A particularly positive outcome of the seminar was the agreement that a campaign for the inclusion of at least 30% of women in Madagascar political life should be put in place.

Designing material and facilitating workshops

EISA designed a facilitator and participant's manual translated into Malagasy and French. Although the basis of the content was generic, local context content was informed by the discussion that the preliminary team had had with the various stakeholders to hear the concerns and needs of women and men on the challenges faced when trying to enter the decision-making arena in Madagascar. The manual included both 'soft' and 'hard' skills, such as assertiveness and confidence building, understanding gender and gender stereotyping, the legal and constitutional framework, writing a manifesto and designing a campaign and public outreach.

The workshops formed the core of the programme with participants coming from 17 of the 22 regions in Madagascar and 180 women exposed to the content. In addition, EISA facilitated two Train the Facilitator workshops for 60 women so that they could

extend the programme to their own constituencies in their regions. EISA also drew on women already in leadership positions to share their experiences with participants. A total of 40% of participants came from women's organisations, 25% from political parties, 25% from the professional sector and 10% from faith-based and civil-society organisations.

Steering Committee and establishment of a network

A steering committee has been put in place to lay the groundwork for the establishment of a national network to promote women's interest and to lobby for at least 30% representation of women in the next parliamentary elections. The steering committee agreed to launch a campaign entitled 'Association Acting for Gender'. The committee is working on a strategy to establish the regional steering committees in the six previous provinces of Madagascar. They also addressed a letter to the President of Madagascar and to the leaders of political parties to increase women's participation in the decision-making processes in the country through their parties. The committee is currently setting up the media component of the network to draw the journalists' councils attention to the role that they can play in leading the advocacy and lobbying campaign so sensitise listeners and TV viewers to the campaign and to establish a list of journalists who can work with the steering committee.

Impact

An evaluation workshop held with a broad spectrum of participants who had participated

in the various activities provided a valuable insight into the impact of the programme. Overall the response was extremely positive, particularly as many of the participants were exposed for the first time to an environment where they could identify and discuss the challenges they face as women at all levels of society. The programme highlighted the fact that many women are aware through attendance at the workshops.

Whilst the programme was not able to achieve its goal of increasing the number of women represented in Parliament through the 2007 elections, due to the fact that an early election was called before the programme was fully realised. Despite this, the workshops and course content provided those who were able to participate the opportunity to realise the direct impact of social, cultural and religious constraints on their everyday lives, and the need to develop a coherent approach to turning this around.

The establishment of the steering committee and the work it has already undertaken indicates the groundwork that has been laid for a long-term intervention. EISA has also been able to build a good working relationship with the Ministry of Health, Family Planning and Social Affairs, particularly through its Promotion of Gender office. The Promotion of Gender office also participates actively in the Steering Committee.

The success of the project can best be illustrated in the interview below with Madame Aurelie Razafinjato, who was elected for the Vohibato constituency following the 23 September 2007 Legislative Elections and who refers to herself as "an EISA MP".

The new lawmaker participated in the EISA capacity building programme for women in politics in Madagascar. Two other sitting MPs participated in the programme.

EISA: What led you to be a candidate for the last legislative elections?

Aurélie R: I have wanted to be a candidate since 2005. I wanted to become an MP to bring about change in my constituency. Then I was working, and still am, with rural women's organisations from 38 communes of my constituency. As head of the regional education department for Fianarantsoa II, I also chaired the association Tim Fanabeazana which is the ruling party education committee. I believed I had the skills and the charisma necessary to be elected but I didn't know how to use them. I had many ideas but they were not well structured.

EISA: Did the EISA training prove useful for your election?

Aurélie R: Indeed, I seized the opportunity provided by EISA, although I was enrolled at the last minute. I remember submitting my application on the deadline day. I wanted very much to attend the programme. I should also mention that I have participated in three election campaigns [not as a candidate] before attending the EISA programme. The first one was during the 2002 legislative elections, then the December 2006 presidential election. Finally, I was active during the 4 April 2007 Constitutional Referendum.

EISA: What did you then gain from the training, owing to that experience?

Aurélie R: The EISA training I attended from 11 - 14 June 2007 has been very helpful. It gave me a clearer idea of how my campaign planning should look and provided me with tools to anticipate the many obstacles I had to face. Above all, it gave me self-confidence and trust. Since I didn't get the nomination from the ruling TIM, my party, I could only stand as an independent candidate. To this end, I adopted the slogan Vohibato tapa-kevitsa (Vohibato, my constituency, determined this) and was surrounded by a dynamic group of volunteers committed to the development of our area. And I must say I received the training that was needed to persuade the electorate. I also did not have enough money for campaign materials. Therefore my only chance was to associate the message I wanted to convey to voters with my image, so as to communicate efficiently and cost effectively.

EISA: Now that you are elected, what can you do to enhance other women's participation?

Aurélie R: Just after my election, I trained my teammates ahead of the municipal and communal elections. We managed to get four male candidates elected as mayors and 12 others as councillors. Unfortunately, women were still to make up their minds to stand but I am confident that this is a matter of time. On the other hand, I joined the independent MPs caucus to keep democracy alive in Parliament although we are very few in the group. What I wish to see are more and more capacity-building programmes organised, such as the one from EISA. Dynamic women who are keenly interested in politics should be targeted accordingly in order to encourage them to stand for seats in the next elections. Women living in rural areas also need to be sensitised. I am looking forward to seeing the set up of the Malagasy women in politics network to foster our mobilisation and preparation for the next elections, and to having women take up 30% of decision-making positions in Madagascar.

Madagascar cont.

Preview of Activities for 2008

A three-year programme will be implemented to consolidate and build on the foundation laid in the first year of opening the Madagascar Field Office. In particular, in 2008 EISA will strengthen its relationship with the Ministry of Health, Social Welfare and Family Planning, given the formulation of the Presidential Madagascar Action Plan which recognises the need to increase and recognise the role that women play in Madagascar society.

EISA will update its current training programme at two levels; firstly, a broader programme aimed at community and secondly, to strengthen women in leadership positions

at local level in order to extend their expertise to participating in governance institutions at national level.

The programme will also continue to extend and expand the work of the steering committee and to support the national campaign. EISA will also support the establishment of a documentation and resource centre to collect, analyse and catalogue information on gender issues, and compile a comprehensive bibliography.

Staff

Claire Bless

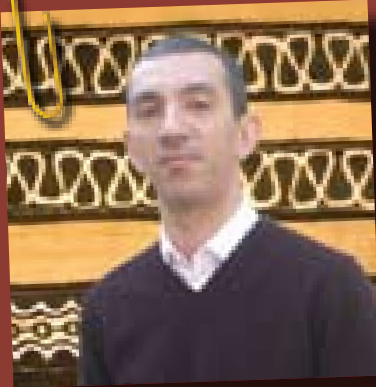
Nirina Rajaonarivo





Woman in Politics Workshop

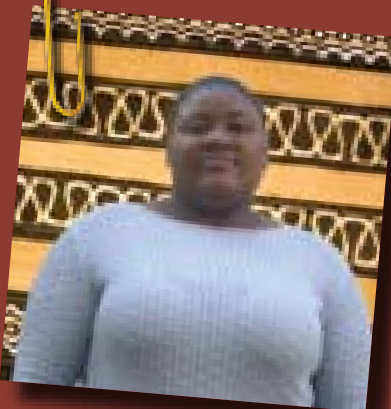
Mozambique



Miguel de Brito
Country Director



Anissa Izidine
Financial Assistant



Alda Mahumane
Administration Assistant



Francisco Langa
Logistics



Zefanias Matisimbe
Programme Offices

Mozambique

Overview

The current Mozambique Programme began in 2005, following Mozambique's general elections of 2004, with the purpose of consolidating democracy through enhancing the capacity of and partnerships between key stakeholders. The programme began with two main objectives: (i) to support electoral reform initiatives, and (ii) to enhance the partnership between civil society and Parliament in order to strengthen a culture of accountability of elected bodies. A third component was added - to promote knowledge and debate on elections, governance and democracy through the establishment of a documentation centre. Funding for these activities in 2007 was provided by DFID and Irish Aid. The Mozambique programme also collaborated with the Johannesburg office on the implementation of a pilot regional programme on civil society participation in the African Peer Review Mechanism (APRM) process in Mozambique, with funding provided by Swiss Agency for Development and Co-operation (SDC) – Pretoria.

The programme is implemented through partnerships with and technical assistance to local institutions in civil society and academia and the promotion of dialogue between civil society and elected bodies. All programme components are being implemented, with the exception of the Civil Society-Parliament Partnership activity, which has suffered constant delays as a result of lack of response on the part of the identified implementing partner.

Achievements

Electoral reform support

By the beginning of 2007, the main objectives of the Electoral Reform component had been achieved. The Mozambican Parliament approved new electoral legislation in January 2007, containing the main reform proposals submitted by Mozambican civil society organisations (CSOs) as a result of nationwide debates organised by EISA and the Electoral Observatory. With the achievement of the initial election reform objectives, a new electoral component was introduced in the programme in order to:

- a. Support Mozambican civil society participation in the process of selecting CSO representatives in the new Election Management Body (EMB) at national and sub-national levels, in accordance with the new electoral legislation; and
- b. Provide capacity-building support to the new EMB.

According to the new electoral legislation, eight of the 13 members of the National Electoral Commission (CNE) should be proposed by CSOs, and six of the eleven members of provincial and district/city commissions should also come from civil society. All these new members from civil society had no experience in election management.

In the period under review, EISA successfully assisted an important coalition of election CSOs in designing and implementing a transparent and participatory nationwide selection process to identify civil society

Mozambique cont.

candidates for the CNE and its 11 provincial and 135 district/city subordinate bodies. The process, which took place over a period of seven months, was widely praised by the media and political parties for its groundbreaking transparency and inclusiveness.

EISA also designed a capacity-building programme for the new EMB and its decentralised representations, to address their lack of knowledge and experience in election management. This capacity-building programme included:

- Provision of training for the CNE and Provincial Electoral Commission (CPEs) using the Building Resources in Democracy, Governance and Elections (BRIDGE) training package, an election management training package of international reputation;
- Exchange visits with other EMBs in the southern Africa region; and
- Participation in EISA Observer Missions in southern Africa.

All ten BRIDGE training modules were translated into Portuguese and adapted to the Mozambican electoral legislation. A training schedule was developed in order to deliver training in two one-week sessions for the CNE and one one-week session for each of the 11 provincial electoral commissions. By the end of the year, training had not been implemented due to time constraints on the part of the electoral commissioners.

Towards the end of 2007, the preparations for the upcoming municipal, provincial, and general elections faced serious challenges, especially around the voter registration pro-

cess. EISA arranged for the participation of a member of the CNE and the Director-General of Technical Secretariat for Electoral Assistance (STAE) in a regional technical workshop on voter registration to allow the Mozambican EMBs to access and discuss regional best practices in voter registration, and draw lessons for Mozambique.

EISA provided continuous analysis and advice on electoral matters to the CNE and the STAE, the donor community and the general public. In this respect, EISA consistently and pro-actively advocated, through the media (such as local TV stations and international media like BBC radio), for a constitutional amendment to allow the postponement of provincial elections, initially scheduled for 16 January 2008, arguing that the time available to prepare for the elections did not allow for a technically efficient process and adequate voter mobilisation. The first real indication of a disastrous process was the fact that after 20 days (out of a total of 60) of voter registration only 5% of the potential electorate had been registered. As a result of public pressure, the ruling party, Frelimo, announced on 17 October 2007 that it would seek a constitutional amendment to postpone the election. The amendment was passed the following month.

The technical problems that plagued the initial phase of the voter registration process raised serious questions regarding its credibility. EISA felt that, in order to check the quality of the voters' roll and if possible help restore its credibility, a voters' roll audit should take place after the end of the registration scheduled for March 2008. A voters' roll audit has never been conducted in

Mozambique and EISA began working with Mozambican civil society organisations to develop a methodology and implementation plan to conduct a pilot audit in late March/early April 2008.

Documentation Centre on Elections and Democracy

In the period under review, EISA finalised the setting up of the Documentation Centre on Elections and Democracy (CDED), namely furnishing it, putting in place the necessary IT infrastructure and software and acquiring materials, such as books, reports, magazines, journals and other documents. The CDED was officially jointly inaugurated by the Vice-Chancellor of Instituto Superior de Ciências e Tecnologia de Moçambique (ISCTEM) and Chair of the National Elections Commission (CNE), Professor João Leopoldo da Costa, and the EISA Country Director for Mozambique, Miguel de Brito, in July 2007.

The CDED has produced its first catalogue of available documentation which has been distributed to all higher learning and research institutions in Maputo. The Centre has also requested those institutions to send copies of reports and publications produced by them on issues of democracy, governance and elections. Currently, the CDED holds more than 400 titles.

African Peer Review Mechanism (APRM)

EISA, through a grant from SDC-Pretoria, launched a pilot project to foster civil society participation in the African Peer Review Mechanism (APRM). Mozambique was chosen as the pilot country and the coun-

try office was charged with supporting the implementation of this activity.

Working in collaboration with the Mozambican National APRM Forum through its Technical Unit (MARP-UT), EISA co-organised a national APRM conference in August 2007, which launched the APRM process to the Mozambican public and discussed modalities for civil society participation in the process. The workshop was attended by civil society representatives from all Mozambican provinces and other African countries that have already implemented the first phase of the APRM process, in order to exchange experiences with their Mozambican counterparts.

Following the national conference in September 2007, EISA also co-organised a technical workshop for the Mozambican research institutions involved in the APRM process to exchange experiences with their peers in South Africa and other African countries.

Challenges

The main challenge faced by the programme in 2007 was the implementation of the Civil Society-Parliament Partnership activity. Initially, the Mozambican Debt Group, a coalition of civil society organisations, was selected as EISA's implementing partner. After lengthy negotiations, a provisional memorandum of understanding and plan of action was agreed upon, but this has not yet been implemented. Towards the end of 2007, a new implementing partner, the Mozambican Association for Democracy (AMODE) was identified, and a memorandum of understanding and action plan will soon be signed. Speedy implementation is expected to start in March 2008.

Programme Outcomes

Six outcomes were produced in this reporting period:

1. Transparent and participatory selection processes of civil society representatives for the provincial and district electoral commissions were completed;
 2. Preparations for delivery of BRIDGE training programme to National Elections Commission were completed;
 3. Effective advocacy efforts were made to propose a constitutional amendment to allow the postponement of upcoming provincial elections;
 4. The Documentation Centre on Elections and Democracy was launched and widely publicised;
 5. The APRM launch conference and technical workshops were effectively undertaken; and
 6. The methodology for a pilot audit of voters' was roll developed.
- b. Expand the Documentation Centre on Elections and Democracy;
 - c. Research and facilitate public debates on key issues of democracy in Mozambique;
 - d. Conduct voters' roll audits in selected municipalities; and
 - e. Build the capacity of Mozambican CSOs to monitor electoral conflicts in selected regions of the country.
2. Civil society-parliament partnership will aim to:
 - a. Build the capacity of Mozambican CSOs to engage parliament on key policy issues; and
 - b. Facilitate eight roundtables and one national conference between Mozambican CSOs and parliamentary committees on selected policy and legislative issues.

Preview of Plans for 2008

1. Electoral support will be needed to:
 - a. Implement the EMB capacity-building programme, including BRIDGE training, and encourage participation in election observation missions;

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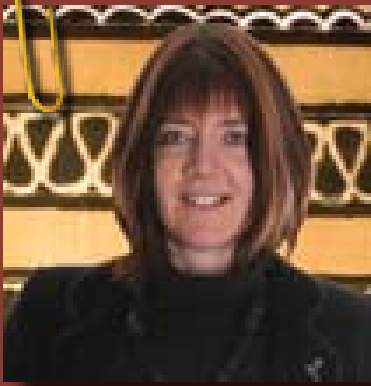
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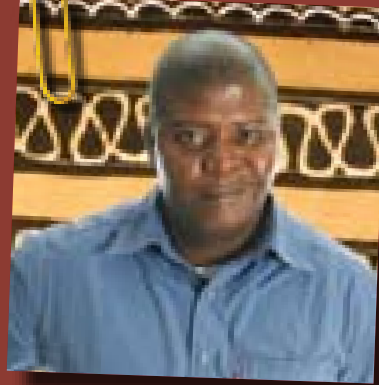
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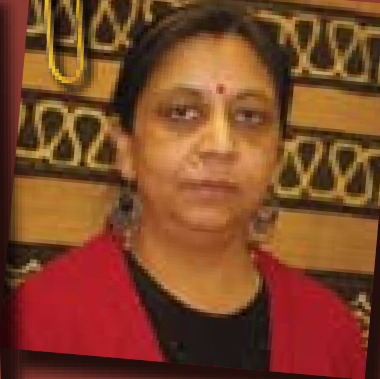
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- The Embassy of Belgium (DGDC)
- The Embassy of Finland
- The United Nations Development Programme (Democratic Governance Group, BDP)



Promoting Credible Elections and Democratic Governance in Africa

Our Vision

An African continent where democratic governance, human rights and citizen participation are upheld in a peaceful environment.

Mission Statement

EISA strives for excellence in the promotion of credible elections, participatory democracy, human rights culture, and the strengthening of governance institutions for the consolidation of democracy in Africa.



Promouvoir des Elections Crédibles et la Gouvernance Démocratique en Afrique

Notre Vision

La gouvernance démocratique, le respect des droits de l'homme et la participation des citoyens préservés dans un climat de paix en Afrique.

Notre Mission

L'excellence dans la promotion des élections crédibles, la démocratie participative, la culture des droits de l'homme et le renforcement des institutions de gouvernance, pour la consolidation de la démocratie en Afrique.



Promovendo Eleições Credíveis e Governança Democrática em África

A Nossa Visão

Um Continente Africano onde a governação democrática, os direitos humanos e a participação do cidadão são garantidos num ambiente de paz.

A Nossa Missão

O EISA luta pela excelência na promoção de eleições credíveis, da democracia participativa, de uma cultura de direitos humanos e do fortalecimento das instituições de governação, para a consolidação da democracia em África.

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