



A N N U A L R E P O R T 2 0 0 5





**Our dedicated management and staff will strive  
to continue to respond to the expectations and  
needs of our partners throughout the continent**

■ **A. L. THOHLANE**

EISA Board Chairperson (Dec. 2005)

●  
DEMOCRATIC REPUBLIC  
OF THE CONGO

●  
BURUNDI

●  
ANGOLA

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MOZAMBIQUE

●  
SOUTH AFRICA

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# About EISA

## Our Vision

“Promoting Credible Elections and Democratic Governance in Africa.”

## Our Mission

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

## Type of Organisation

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

## Date of Establishment

July 1996

## Our Partners

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

## Our Approach

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

## Our Structure

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

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

EISA operates with a core staff drawn mainly from the SADC region. The organisation contracts regional, continental and international democracy and governance experts to support its activities. A Board of Directors, consisting of important stakeholders in the SADC region and beyond, provides strategic leadership and upholds financial accountability. EISA has recently been joined by two highly regarded patrons.

## Chairperson's Message



**A.L.Thoahlane**

*EISA Board  
Chairperson  
December 2005*

The vision of promoting credible elections and democratic governance in Africa has continued to guide EISA's work in 2005. This year has seen our outcomes-based programmes further contributing to democracy strengthening on the continent. Burundi and the Democratic Republic of Congo (DRC) held successful referenda. In addition, Burundi has successfully completed its round of national and sub-national elections. These achievements were the culmination of extensive technical support provided to electoral management bodies, civil society groups, political parties and the electorates in these countries by various national and international partners. In all of these countries, EISA's role in these achievements has been widely acknowledged. EISA has also provided technical assistance to Angola's election stakeholders in their efforts towards the holding of general elections despite the uncertainty over the election date.

Using the EISA/Electoral Commissions Forum's Principles for Election Management, Monitoring and Observation in the Southern African Development Community (SADC) region (PEMMO), EISA has continued to observe and assess elections. This year, EISA's regional election observation missions were deployed successfully to Mauritius (June-July), Tanzania Mainland (October and December), Zanzibar (October and December) and the DRC (December). Where appropriate, we will support post-election reviews in 2006 in order to assess the conduct of various aspects of these processes on the basis of the principles enshrined in PEMMO.

Furthermore, EISA has facilitated parliament-civil society interactions and supported election stakeholders for successful electoral reform initiatives in Mozambique with a view to helping promote participatory democracy in the country. Moreover, new programme areas are helping to reach new democracy

and governance stakeholders and contribute to the overall democracy strengthening in the SADC and increasingly in other parts of Africa.

EISA's impact is being felt and actively demonstrated on the continent. This has resulted in increased requests for assistance and collaboration from potential partners at national, regional, continental and even global levels, thus growing the relevance of EISA's continental role.

On the other hand, the implementation of the African Peer Review Mechanism (APRM), the operationalisation of the Pan African Parliament (PAP) and the statement of intent by the G8 regarding the international community's commitment to increase the quantity, quality and coherence of aid in line with Africa's commitment to improve governance and achieving the Millennium Development Goals (MDGs), have all provided additional windows of opportunity for the deepening of democracy in Africa. These trends have made it imperative, given our unique experience and expertise, that EISA further develops its own capacity to provide much-needed technical support to the various regions of the continent on an ongoing basis.



In 2006, our dedicated management and staff will strive to continue to respond to the expectations and needs of our partners throughout the continent, with the support and guidance of the EISA Board of Directors.

■ **A.L. Thoahlane**

EISA Board Chairperson  
December 2005

## Executive Director's Message



**Denis K. Kadima**

*Executive Director  
December 2005*

It is gratifying for me to say that 2005 was successful for EISA in all respects. In line with its vision of promoting credible elections and democratic governance in Africa, the organisation has continued to be a key resource to stakeholders in the election, democracy and governance fields in the Southern African Development Community (SADC) region but also increasingly in the rest of the continent.

This year EISA opened a short term field office in Burundi to support the electoral process in this central African country which went through more than a decade long civil war. EISA successfully provided technical support to the Independent National Electoral Commission (CENI), the Coalition of Civil Society Organisations for the Monitoring of Elections (COSOME) and to all political parties in the areas of poll watching and targeted training for women candidates. EISA has seen a substantial expansion of activities in the Democratic Republic of Congo (DRC) field office where the organisation has played a leading role in assisting all electoral stakeholders, namely, the Independent Electoral Commission (CEI), political parties, civil society organisations, the transitional parliament and others. EISA's work included helping the establishment of the national network for the monitoring of elections (RENOSEC) and support to national players in relevant lawmaking processes, various aspects of electoral administration and monitoring and the conduct of election-related conflict resolution throughout the country. This effort culminated in the successful holding of the constitutional referendum in December 2005. Similarly, EISA's field office in Angola has continued to support civil society organisations, political parties, the electoral commission and relevant ministries under the Inter-Ministerial Commission for the Electoral Process (CIPE) towards the holding of credible elections.

Contrary to Angola, Burundi and the DRC which are all in a transitional phase, Mozambique has held three general elections and two local government elections since 1994 to

2004. EISA-Mozambique's programme therefore deals with issues pertaining to election reform and citizen participation in parliamentary processes as a way of contributing to the consolidation of democracy and peace.

In 2005, the EISA Regional Election Observation Missions were deployed successfully to Mauritius (June-July), Tanzania/Zanzibar (October and December) and the DRC referendum (December). EISA was, however, refused invitation and accreditation by the Zimbabwean authorities and was therefore unable to deploy an election observation mission to the March parliamentary elections in this southern African country.

This year EISA won a European Commission tender to support domestic election observation in Côte d'Ivoire. The implementation of the Ivorian assignment will depend on the progress of the politico-military situation in the country.

EISA has worked closely with the African Union's (AU) Department of Political Affairs, assisting it to draft the African Charter on Elections, Democracy and Governance as well as providing ad hoc assistance to the continental body in the area of election observation. In addition, EISA has helped the New Partnership for Africa's Development (NEPAD)'s Secretariat in the drafting of the political background paper for the African Peer Review Mechanism (APRM) in Lesotho. The organisation has also provided an induction programme for Members of the Pan African Parliament (PAP) in the areas of conflict resolution. EISA's work at the pan-African level has been done essentially on an ad hoc basis due to a lack of funding. In 2006, EISA will seek financial support from its development partners in order to make more predictable and systematic technical support to institutions such as the AU, the APRM, NEPAD and the PAP.

Parallel to its geographical expansion, EISA has continued to deepen its election work while broadening other aspects of its democracy and governance work. The expanded thematic areas are political party strengthening which includes research, capacity building and local government which is evolving from the Eastern Cape pilot to an increased involvement in the area of local government policy formulation nationally in South Africa.

The growth of the number of EISA field offices and the diversification and intensity of EISA's work made it crucial to establish a new department known as the Field Office and Programme Support (FOPS), which is in charge of coordinating and supporting field offices and the administrative aspects of programmes and projects at the head office. In September 2005 a FOPS Manager was appointed.

This year EISA management and the Board of Directors took some of the final steps towards the acquisition of EISA's own premises. The purchase and the move to the new offices will take place in the course of the first quarter of 2006.



In 2006, EISA will be working towards expanding its programme to the Sudan, the largest country in sub-Saharan Africa, in collaboration with partner organisations. The organisation will also reach democracy stakeholders in Madagascar, a new member of SADC, in order to build linkages and collaborative relations with them. Efforts to work with potential partners in the African Great Lakes region will be pursued next year.

Once again, EISA's success is due to our staff, both at the Johannesburg head office and in the field offices. They have demonstrated a high level of commitment, resourcefulness and professionalism often in uniquely challenging contexts. The Board of Directors is acknowledged and thanked for their continued participation in the organisation's work, when possible and, more importantly, for their support and guidance, without which my colleagues and I would not have been able to work successfully towards EISA's vision.

We are also grateful to our partners in various countries and at regional, pan African and global levels for their collaboration. We are indebted to our donors for their confidence in our work and ability to deliver on our mandate. Without the support of our donors, EISA staff's innovative concepts would remain merely good intentions.



■ **Denis K. Kadima**  
Executive Director  
December 2005



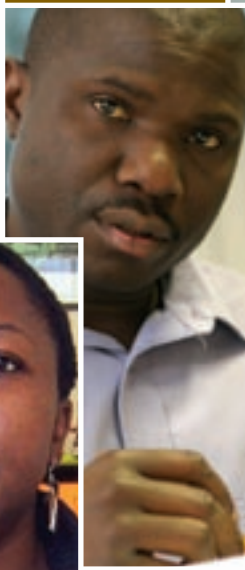
**Robyn Smith**, left, and  
**Zahira Seedat**

## ELECTIONS AND POLITICAL PROCESSES

Nosipho **Khumalo**



Sa **Ngidi**



Martinho **Chachua**



Belinda **Musanhu**



Dieudonné **Tshiyoyo**

# Programme Reviews

## Elections & Political Processes

### Overview

The period under review began with a strategic planning meeting. The meeting was aimed at reviewing the strategic direction of the department as well as defining key priorities for the year. Besides continuing its technical support of electoral processes, the meeting re-affirmed the need to provide special support to Elections Management Bodies (EMBs) in the region. This support is provided through, among other things, the dissemination of good practices in the conduct of elections as well as enhancing EISA's role as a knowledge production and dissemination hub in the SADC region and beyond. With this in mind, key areas of activity for the department were: providing technical assistance to all election stakeholders in order for them to play a meaningful role in the electoral process, deployment of election observation as an information collection and sharing mechanism, and broadening the support for the Principles for Election Management, Monitoring and Observation (PEMMO) in the SADC region.

The key milestones reached over the period under review include increased awareness about the PEMMO, enhanced civil society ability to undertake domestic electoral monitoring and EISA's successful contribution towards the global election knowledge network initiative, ACE 2.

The Department consisted of four staff members, Mr Martinho Chachia (Manager), Ms Belinda Musanhu (Senior Programme Officer), Mr Dieudonné Tshiyoyo (Programme Officer) and Ms Nosipho Khumalo (Senior Programme Assistant). Mr Naphtaly Sekamogeng was employed as an intern to work on the ACE website.

### Activities and Achievements

The EPP's strategic objectives for 2005 were three-fold:

- Firstly, to promote the PEMMO in the SADC region;
- Secondly, to build and facilitate the exchange of knowledge among election stakeholders in the region through deployment of Regional Observer Missions in all elections taking place in the SADC countries; and
- Thirdly, to support election stakeholders, particularly the regional networks such as the SADC Electoral Support Network (SADC-ESN) and the Electoral Commission's Forum (ECF) of SADC countries.

In pursuing these objectives EPP undertook the following activities:

### Promotion of PEMMO

The PEMMO was widely popularised throughout the SADC region during the period under review. The popularisation took the form of distributing the document to a variety of election stakeholders with a focus on countries holding elections in 2005. An effort was also deliberately made to distribute in Zambia, the Democratic Republic of Congo (DRC) and Angola in anticipation of their respective elections in 2006. The second set of activities of popularisation of PEMMO was training domestic observers on the use of PEMMO as an instrument for election assessment. Training for domestic observers was conducted in the DRC, Angola, Zambia and Zanzibar. Formal PEMMO launches were held in all countries holding elections. It is worth mentioning that in Zanzibar, PEMMO was launched in Swahili for the first time. These activities allowed civil society organisations and political parties to use the principles in assessing electoral processes in the region.

### Election observation

One of the main activities of the EPP department was the coordination of regional observation missions to three elections and one constitutional referendum. During the period under review, EPP coordinated four regional observation missions. The size of the missions deployed in 2005 ranged from nine observers in Zanzibar to 24 on the Tanzanian mainland. The organisational efficiency and the systematic and professional use of PEMMO in assessing the elections led to very successful observer missions. The high media profile is a tribute to the success of these missions.

### Youth participation

EISA and the SADC Youth Movement co-hosted a Youth Conference in October 2005. Representatives of different youth organisations were present from all SADC countries. The conference's overall objective was to contribute to enhancing youth participation in political parties in the region. The robust exchange of views and ideas among young people contributed to the success of the conference. The conclusion of this conference will inform future regional projects aimed at promoting youth participation in politics across the SADC region.

### ACE 2 Electoral Knowledge Network

The ACE 2 Electoral Knowledge Network (EKN) has seven partners namely, EISA, International IDEA, IFES, UNDP, UN Department of Economic and Social Affairs, Elections Canada and The Federal Electoral Institute of Mexico (IFE). The ACE EKN seeks to address the emerging challenges for election management bodies by addressing the need for information sharing, peer review, peer support and peer learning, particularly between election administrators who face the same challenges albeit in different locations.

ACE 2 has three components: Knowledge Services (Component 1), Practitioners Networks (Component 2) and Capacity Development (Component 3). Knowledge services feature 12 updated topic areas and other dynamic knowledge based features

such as sample materials, case studies and articles whilst the Practitioners Networks is hosted on the Electoral Advice feature of the ACE website which is an online network of election practitioners. The EPP department coordinated EISA's participation in the ACE Knowledge Network and was responsible for the updating and editing of ACE Core Text in the areas of Voting Operations and Vote Counting. The material has been uploaded onto the ACE Editing website and editing will be finalised before the launch of the website in early May 2006.

The third component - Capacity Development – was conceived to enhance election management by building key competencies in election management bodies. This component will test methodologies of technical advisory services, training and promote peer partnerships for information sharing and improved performance. This component will be implemented as a pilot over three years in the 14 member countries of SADC. The pilot will be spearheaded by EISA. EISA was identified because of its location and experience of working in the SADC region and its partnership with the SADC EMBs over the past ten years. EISA has developed a concept for the component on the basis of which a fundraising campaign will be embarked on in the course of 2006.

### Emerging impact of EPP activities

EPP's primary role is to develop and promote good practices in election management, monitoring and observation with the aim of improving the level of freeness, fairness and credibility of elections. Since 2003 this aim has revolved around the popularisation of the PEMMO. EPP is pleased to note that public awareness around the principles is starting to pay off. The amount of press coverage EISA received attests to the fact that PEMMO has enjoyed a high media profile in the last two years. The level of awareness of the PEMMO in the region has clearly been enhanced. PEMMO has become a core reference document in election management, monitoring and observation in the region.

EPP has contributed to enhancing the capacity of civil society organisations in the region to plan and conduct election-related activities such as civic and voter education and election observation. Each of the networks that EPP has worked with was able to develop good quality training manuals for civic and voter education and/or for election observation. They were also able to plan, assemble and deploy professionally sound domestic election observation missions. These organisations have become bolder in their approach to election monitoring and their increasingly effective participation in election reform debates.

PEMMO has established itself as the most authoritative set of principles in the SADC region. EMBs, political parties and civil society organisations across the region have either used or quoted the document. All those domestic civil society organisations which directly benefited from PEMMO training have used it in designing their election observation checklists as well as training their observers. This has led to a great deal of incorporation of PEMMO principles into the actual work of domestic observer groups. Indeed, the signs are that most of the election stakeholders in the region are aware of the principles and some have started to incorporate it into manuals, training materials and assessment tools. A wave of electoral reforms will hopefully close the circle by



**EISA has helped NEPAD's Secretariat in the drafting of the political background paper for the African Peer Review Mechanism**

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ensuring that the benchmarks set in PEMMO influence new laws positively.

EISA's Election Observation Missions bring representatives of civil society organisations, election management bodies, political parties, academic institutions and the media of all SADC countries together to observe elections. These missions have proven very useful as they have allowed election stakeholders across the region to remain involved in election work during the period in-between elections as well as giving the participants a comparative perspective on electoral processes and models. This helps them to build their knowledge and hence gain the required confidence to engage in reform initiatives in their own countries.

In general, if one looks at the political landscape in the SADC region, one thing becomes clear: people have moved from demanding elections to demanding quality elections. EISA is pleased to be associated with this shift toward the improvement of the quality of electoral processes.

## Preview of plans for 2006

For 2006, EPP will continue to work towards the enhancement of electoral processes in the region. While there is reason to celebrate the achievements made, entrenching good election management practices will ultimately entail a shift in political values. This is a long term process which needs permanent nurturing. Indeed, the signs that PEMMO is slowly informing the conduct of elections in the region will only be fully realised if countries, EMBs and civil society organisations ensure that these principles are legally and practically entrenched nationally and hence enforced as part of the normative framework for election management. EPP will continue to undertake activities that promote the use of the PEMMO principles.

EPP will also continue to deploy regional election observer missions as they are not only an assessment tool but also an opportunity for knowledge sharing, peer support and information collection. EPP's target is to deploy election observer missions to all elections taking place in the SADC region in 2006 and beyond.

Another aspect that will continue to inform EPP activities in 2006 is supporting election stakeholders. Emphasis will continue to be put on regional networking to ensure peer support and knowledge sharing. In this regard, SADC ESN and SADC ECF will continue to be regarded as strategic partners.

Country specific activities will be considered on a case-by-case basis informed by particular needs. Some of the areas that EPP will strive to work on are monitoring the accuracy and integrity of the voters' roll, conducting parallel voter tabulation and conducting post-election reviews mainly in countries where these aspects of the process have historically been problematic.

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CONFLICT MANAGEMENT, DEMOCRACY  
AND ELECTORAL EDUCATION

Ilona **Tip**



Sherri **Le Mottee**



Bronwen **Wilson-Thompson**



Yvette **Walljee**



# *Conflict Management, Democracy and Electoral Education*

## Overview

2005 was an extremely productive year for the CMDEE department. The department identified, and successfully met, three specific targets, namely, increasing its regional focus, consolidating its activities in the formal and informal education sector, and taking resolute steps towards financial sustainability.

In order to meet its objectives, the department divided its activities into two focus areas: Democracy and Human Rights Education, and Electoral Education. Democracy and Human Rights Education focused primarily on schools, and included voter and citizenship programmes and the inclusion of democracy and human rights in the curriculum. Electoral Education included programmes for electoral observation, electoral conflict management, party agent training and civic and voter education in the informal education environment. In addition, the department supported the EISA Local Government Project in designing appropriate materials to capacitate ward committee members.

The department tendered for, and was awarded, several contracts. In South Africa, EISA secured a tender from the Eastern Cape Education Department to design and develop material for the infusion of HIV/AIDS into the curriculum across all learning areas. Other contracts included developing material for local government programmes, and in the region conducting workshops in civic education, electoral observation and electoral conflict management. A review of the extent to which democracy and human rights is included in the curriculum and put into practice in SADC was undertaken, focusing on six countries. The department also collaborated with EISA DRC and Burundi offices in designing materials and facilitating workshops in preparation for their forthcoming elections.

The CMDEE department is staffed by Ms Ilona Tip (Senior Advisor/Manager), Ms Sherri Le Mottee (Curriculum Specialist and Project Manager), Ms Bronwen Wilson-Thompson (Materials Developer) and Ms Yvette Walljee (Programme Assistant). During 2005, two staff members were on maternity leave.

## Activities and Achievements

CMDEE activities can be divided into three thematic areas, namely, democracy and human rights education, electoral education, and local government capacity building.

## Democracy and Human Rights Activities

- Democracy and Human Rights in the formal and informal environment

This project commenced in 2002 with the long-term outcome being to contribute to the building of a society in which individuals and communities are empowered to make a difference to their environment and society by using the available democratic channels.

The project activities were undertaken in schools and civil society organisations:

Two resource packs had been developed, namely, "You Are One in a Million" used in schools and "Active Citizenship" used by civil society organisations. A major aspect of this project was to support new facilitators in schools and civil society in implementing the programmes in their own context. This was achieved by providing training and mentorship in facilitating learning in a democratic environment on site, together with follow up workshops, where applicable, to support the programmes.

Activities in 2005 included facilitating eight workshops in the Active Citizenship programme and four programmes in the "You Are One in a Million" programme. These workshops were conducted in the Eastern Cape, Northwest, and Gauteng. EISA supported 17 community trainers in the North West conducting similar workshops in their respective areas. These trainers were extremely enthusiastic, so much so that they have submitted a proposal to donors to support ongoing workshops. Forty youth trainers drawn from 40 districts in the Methodist Church also attended a "train the trainer" programme using the "You Are One in a Million" material which they rolled out in their communities.

An additional module of the Active Citizenship programme was designed in preparation for the 2006 local government election.



The Gauteng roundtable was jointly hosted with the national Department of Education and the Eastern Cape roundtable was jointly hosted by the national Department of Education and the Port Elizabeth District.

- Celebrating Difference Schools Project

This programme is in its third phase, having commenced in 2001. The phase undertaken in 2005, included an evaluation of the Celebrating Difference Resource Pack and the extent to which it has been used. Based on the recommendations, CMDEE engaged with school and office based managers, rather than educators at individual schools to ensure that the resources were distributed to the various schools and that educators are supported in the use of the materials. Roundtables were convened in Port Elizabeth and Johannesburg jointly hosted by EISA and the National Department of Education focusing on the challenges that education continues to face in the 11th year of democracy. The format was participatory and highly interactive.

- Race and Values Project – National Education Department

The Race and Values Directorate of the National Education Department contracted EISA to source, compile and distribute educator resource packs countrywide on democracy and human rights materials and to develop an educators' guide on how to use the material. Schools in Cape Town, Northwest and Gauteng were identified by the Education Department to pilot the material. EISA assisted in facilitating these workshops.

- Infusion of HIV/AIDS across all learning areas

EISA was awarded a tender by the Eastern Cape Education to develop programmes for the integration of HIV and AIDS lifeskills knowledge into the curriculum of schooling and train office-based officials in the Province. A team of eight writers under the supervision of Sherri Le Mottee compiled the material supported by a researcher who was contracted to provide the theoretical information. EISA also trained 400 office based educators in how to use the material.

- Review of Human Rights and Democracy Education

The department undertook a regional project to develop proactive strategies to address democracy, human rights and peace education in school curricula. To achieve, this objective, three activities are provided for: A review of existing materials and policies, roundtables to discuss the review in three countries and designing a generic programme for use in the curriculum across the region. Six countries were identified in the pilot phase, namely Botswana, Lesotho, Malawi, Mozambique, South Africa and Zambia. The countries were chosen as they provided a fair representation of the region with varying degrees of progress in development and implementation of human rights education.

Visits to each of the countries were undertaken which informed the review. Consultations were held with Ministries of Education, civil society organisations, international NGOs and institutions and curriculum institutions or departments. Materials were also identified and collected from the countries visited. Representatives from Education Ministries



**EISA was awarded a tender by the Eastern Cape Education Department to develop programmes for the integration of HIV and AIDS lifeskills knowledge into the school curriculum and train office-based officials in the Province.**



and civil society organisations from each country met in Johannesburg to review the available material and map out recommendations that were included in the review. This information will be used to inform the generic content of a series of workbooks that will be developed as an educator resource.

A roundtable was held in Mozambique in May. A panel of experts facilitated a discussion looking at schools and curriculum to put in place democratic practices, effective ways of managing conflict, building peace and developing a culture of human rights.

### Support to the Electoral Process

- Conflict Management Panels

Following a similar partnership in 1999, 2000 and 2004, EISA and the South African Independent Electoral Commission put in place Conflict Mediation Panels in preparation for the 2006 local government elections. EISA, in consultation and co-operation with the IEC, was responsible for supervising the implementation of the panels, designing and developing materials and facilitating training for panellists. Electoral Project Co-ordinators (EPCs) attended a two-day workshop which included conflict management skills. Overall 95 panellists and 292 EPCs were trained.

- South African Civil Society Observation Coalition (SACSOC)

SACSOC, a loose network of non governmental organisations and faith-based bodies, was originally established as a national observation initiative in preparation for the 1999 elections. EISA and the Gauteng Council of Churches were jointly given responsibility for co-ordinating Gauteng observers. EISA was also responsible for designing the observer training material nationally.

- Burundi

CMDEE provided support to the EISA Burundi field office in preparation for the February referendum and June elections. The department designed and developed resource



pack for a national observation initiative, party agent poll watching and a civic education programme. Resource packs were translated into French. Working closely with local partners and the EISA Burundi staff, train-the-trainer workshops were held to provide participants with the training material and assist in the deployment and monitoring of workshops. EISA also worked closely with local civil society organisations planning the roll-out of the civic education and observation activities and political parties in rolling out the party agent poll watch training. CMDEE staff travelled to Burundi on several occasions and worked closely with the EISA Burundi staff.

- Regional Capacity Building Project

This project sought to strengthen SADC civil society organisations working in the area of elections and democracy development in countries conducting elections in the period 2003 – 2005. EISA worked with its SADC-ESN partner organisations in Botswana, Malawi, Mozambique, Namibia and Swaziland as these countries held elections during this period. CMDEE support included collaboration with partner organisations in the preparation of a training package for electoral observers and providing skills and information to trainers in the respective countries. In 2005, two activities were undertaken, that is, an evaluation conference and an independent evaluation of the overall project.

- ECF Civic Education Workshop, Botswana

CMDEE was invited to participate in, rapporteur and facilitate a workshop convened by the Electoral Commissions Forum of SADC (ECF) held in Botswana in July 2005. The theme of the workshop was "Encouraging Voter Participation and Reducing Voter Apathy" with a view to strengthening voter education programmes.

- Conflict Management Panels, Democratic Republic of Congo

Following the South African experience, the EISA DRC office adapted the Conflict Management Panel model to suit the DRC experience. The CMDEE designed and developed an appropriate resource pack translated into French and trained the initial 90 panellists and 30 trainers in a train-the-trainer programme in Kinshasa and Goma. These panels have proved so successful that the EISA DRC office received funding to extend the training to include an additional 1200 panellists. CMDEE worked closely with EISA DRC and provided ongoing support to the panels and updated the material.

## Local Government

The CMDEE has undertaken several activities in collaboration with the EISA Local Government Project, with CMDEE designing material and co-facilitating workshops. (see Local Government 2005 report). In addition the department has worked on:

- Support to the Free State Rural Development Association

A citizen participation programme for civil society was designed with a specific focus on the local government elections. CMDEE trained 27 facilitators in course content and methodology as well as training four core materials developers on how to design and develop democracy education programmes to enable them to adapt the material to suit specific needs.

- Support to the Media

Johnnic Communications invited EISA to facilitate a series of workshops for trainee journalists on democracy, local government and elections in preparation for the forthcoming 2005/06 local government elections.

- Lesotho Local Government Elections

CMDEE supported the Local Government Department with the design and development a civic/voter education programme, a conflict management programme and a party agent poll watch programme. EISA also trained trainers in civil society, contesting political parties and Principal Chiefs for each of the respective programmes to extend the training to their respective constituencies.

## Impact

Overall CMDEE contributed to the organisational impact in a range of ways.

Through its co-operation with other EISA departments, it enhanced the impact of a range of EISA programmes. The department also generated income through its various external contracts. CMDEE consolidated its partnerships with a range of organisations and institutions across the SADC region. Co-facilitating activities, workshops and conferences is an important vehicle in fostering a cohesive approach to meeting the regional challenges that EISA and its partners engage with. The lessons learned through CMDEE's pilot projects throughout the region can be well utilized and adapted to other situations and contributed to building capacity with EISA's regional partners to undertake similar activities. The intra departmental discussion on issues of civic and democracy education and the focus on citizen participation has contributed to the department increasing its materials development skills, its intervention in regard to facilitation and training and the delivery of quality products. All the CMDEE staff has contributed to building an effective skilled programme development team.

## Preview of Plans for 2006

The department will be designing an educator's support guide for teachers who are implementing the HIV and AIDS programme across the GET Band in South African schools. The guide provides educators with insight into what is developmentally appropriate to children of a particular age, how to approach teaching and learning about HIV and AIDS as well as some practical lesson materials and worksheets.

Other activities include the extension of the EISA Conflict Management Panel model in the DRC in the run up to the 2006 elections, and the compilation of a generic regional programme for the infusion of democracy and human rights in the curriculum based on the review undertaken in 2005.

The work in local government will be expanded. EISA will be developing a handbook and conducting a training of trainer's workshop for the induction of new councilors.

The department will also extend its work in the formal education environment through the development of generic "Democracy, Human Rights and Peace Education" materials for use in the classroom in specific age groups.

RESEARCH, PUBLICATIONS AND  
INFORMATION DEPARTMENT

Tebogo **Sambo**



Bertha **Chiroro**



Jackie **Kalley**



Beth **Strachan**



Sydney **Letsholo**



Grant **Masterson**



Nkgakong **Mokonyane**



Khabele **Matlosa**



# Research, Publications and Information

## Overview

The mission of the Research, Publications and Information (RPI) Department is mainly to contribute to the existing knowledge base on democracy, elections and governance in Africa through research, publications, policy dialogue, networking, and information resources in support of current developments towards institutionalisation of democracy. This mission fits neatly within the larger vision of EISA of promoting credible elections and democratic governance in Africa. The department participated in election observation missions in Mauritius (June-July) and Tanzania (October for Zanzibar and December for Mainland Tanzania). Besides the ongoing research on elections, the Department began consolidating its position in expanding the organisation's research frontiers to broader issues of democracy and governance in order to make sure that the department remains relevant and active during and in between elections. The department also responded to a multiplicity of requests for technical assistance from various institutions including the African Union (AU), Pan-African Parliament (PAP), the New Partnership for Africa's Development (NEPAD), the African Peer Review Mechanism (APRM) and the South African Government through the Department of Public Service and Administration.

## Programme Administration and Coordination

During the period under review, the department ran programmes under three main clusters namely: (a) research; (b) publications; (c) policy dialogue. All the departmental programmes were managed under the guidance of the Senior Advisor-Research. All staff members play a critical role in the actual implementation of the programmes through coordinating projects and getting involved in the planning of the projects in various committee and departmental meetings. This participatory management builds a sense of collective responsibility in the department and advances a culture of team work and team spirit necessary for the achievement of a common mission.

During the reporting period, the department acquired two additional research fellows. Mrs Bertha Chiroro joined the department in April 2005 and is responsible for coordinating the South African component of the regional democratic governance project as well as the annual EISA symposium that kicks off in 2006. Mr. Victor Shale was transferred into the department from the Local Government Unit. His primary tasks are to coordinate the new project on Political Parties and assist in the conceptualisation of a regional local government project. Two staff members left the department namely, Mr Claude Kabemba, the Research Manager and Gerald Makgatho (the Library Clerk). During the reporting period, EISA engaged the services of two interns from the University of Witwatersrand, namely Maureen Moloj and Selby Matloga. Additionally, through the Konrad Adenauer Foundation, Ms Iris Hoffman, an international intern/volunteer from Germany, joined the department for a period of six weeks (15 August to 30 September 2005).



**The Department produced 13 research reports on political parties and democratic governance in Southern Africa**

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## Research

The Department implemented a four-pronged research programme as follows:

- Political Institutions (covering, among others, political parties);
- Elections and Democracy (focusing on electoral reforms);
- Democracy Assessment (investigating the extent to which democracy is consolidating); and
- NEPAD and Governance (focusing on the African Peer Review Mechanism)

During the period under review the following projects were implemented:

Project	Focus	Coordinator	Output (s)
Democratic Consolidation	Electoral Democracy	C. Kabemba	11 research reports on elections and democracy
Consolidating Democratic Governance	Democracy & Governance	K. Matlosa	13 research reports on political parties
Electoral System Reforms	Electoral Reforms	B. Chiroro	One workshop Report
Political Party Coalitions	Party coalition politics	D. Kadima	One journal article, five draft book chapters
EPIC	Election Information	S. Letsholo	Completed questionnaires for 10 SADC countries
SAINET	Civil Society and African Peer Review Mechanism	G. Masterson	Final Report; APRM SAINET Toolkit; Workshop Report; 3 country preparedness reports (South Africa, Malawi and Mauritius)
Strengthening Political Parties for Sustainable Democracy	Political parties	V. Shale	One Research Report on public Outreach Programmes



## Publications

- Occasional Papers Series**  
 The Department produced 12 Occasional Papers; one per month. The original target of production was met in this regard.
- Election Update Series**  
 The Department produced election updates covering elections in Zimbabwe, Mauritius and Tanzania.
- Election Talk Series**  
 The Department produced Election Talk bulletins covering elections in Mauritius, Zimbabwe, Mauritius and Tanzania.

## Research Report Series

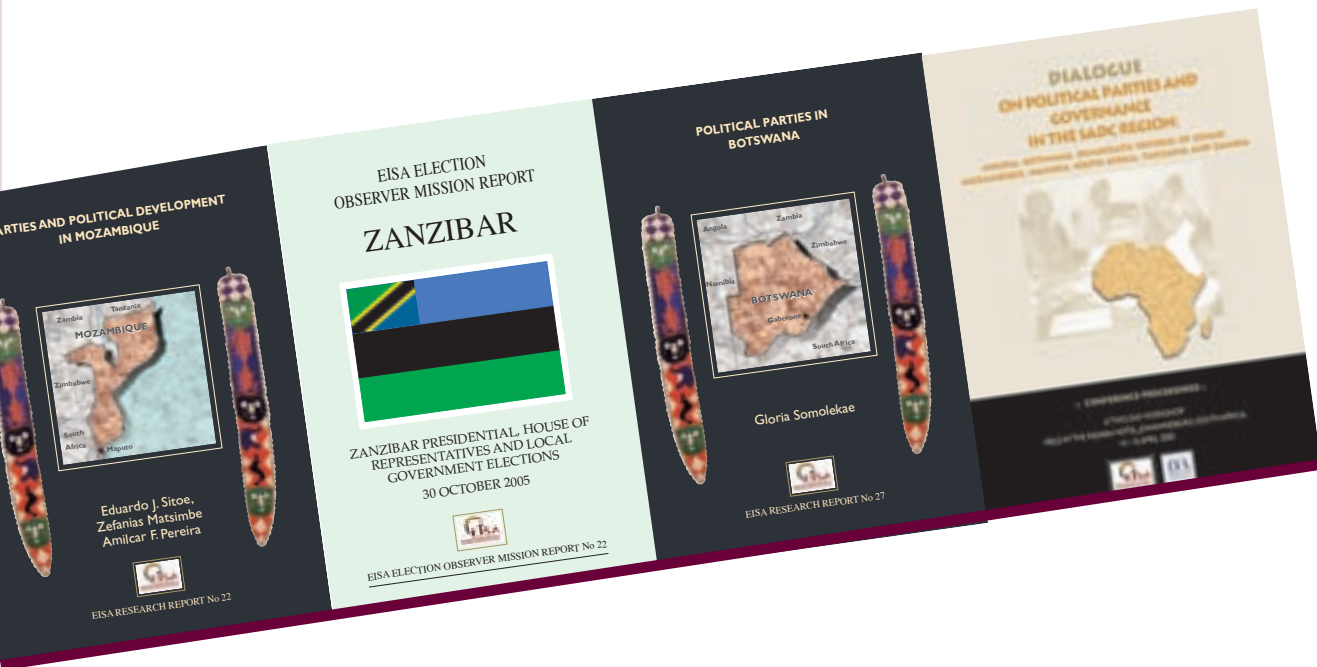
The Department produced 13 research reports on political parties and democratic governance in Southern Africa.

## Journal of African Elections

Two issues of the Journal of African Elections (JAE) were produced. These were volume 4 number 1, July 2005 and Volume 4 Number 2, October 2005. The former is a general issue and the latter is a special issue on the 2005 national assembly elections in Zimbabwe.

## Policy Dialogue

- Democracy Seminar Series and Conferences**  
 The Department organised five democracy seminars in 2005 covering various democracy issues including the Zimbabwe elections, APRM and political and socio-economic transformation in South Africa. Furthermore, staff members attended various conferences hosted by other organisations.



## Impact

Impact of the programmes undertaken by the department can be measured at four main levels namely (a) structural impact; (b) environmental impact; (c) capacity building impact and (d) knowledge-creation impact. Firstly, in terms of structural impact, our programmes have contributed to knowledge-creation, thereby creating a conducive legal/institutional environment for the nurturing and consolidating of democracy, for instance through electoral and constitutional reforms. Secondly, in respect of environmental impact, the programmes facilitate the process of institutional building for critical players in the democratic process such as political parties. Thirdly, with regard to capacity building impact, the programmes add value to enhancing institutional capacity of such organisations as political parties. Furthermore, technical assistance to institutions such as the AU, has extended the value of EISA's work to the continental level. Fourthly, there is no gainsaying that EISA's research and publications programmes contribute to knowledge creation and advance the discourse on democracy and governance in Africa. Our research reports, occasional papers, election updates, books and the JAE provide useful information for policy makers and the academic community alike and are in constant demand throughout the continent.



**Our research reports, occasional papers, election updates, books and the Journal of African Elections (JAE) provide useful information for policy makers and the academic community alike and are in constant demand throughout the continent**

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## Preview of Plans for 2006

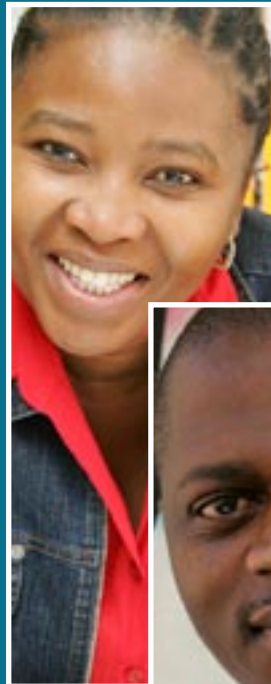
The plans for 2006 will continue to be informed by the departmental mission and the overall organisation vision mentioned above. The plans will be framed within the four programme areas outlined earlier namely: (a) Political Institutions, (b) Elections and Democracy; (c) Democracy Assessment; and (d) NEPAD and Governance. Although the programme focus will remain the same, 2006 projects will differ slightly from those of the previous year, save only in cases where projects are continuing from last year. The programme and projects for the year 2006 are summed up in the table below.

## Planned Projects for 2006

Project	Focus	Coordinator	Output (s)
Political Party Coalitions	Party coalition politics	D. Kadima	June 2006
Consolidating Democratic Governance	Democracy & Governance	K. Matlosa	December 2006
Floor-Crossing and Party Systems	Party systems and representative democracy	V. Shale	December 2006
Strengthening Political Parties for Sustainable Democracy	Political parties	V. Shale	December 2008
Botswana Electoral System Reform	Electoral Reform	B. Chiroro	June 2006
EISA Annual Symposium	Policy Dialogue	B. Chiroro	November 2006
EPIC	Election Information	S. Letsholo	May 2006
Enhancing Civil Society participation in the APRM	African peer review	G. Masterson	June 2007
Election Update-South Africa, 2005	Local Government elections	K. Matlosa	July 2006

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BALLOTING AND  
ELECTORAL SERVICES



Ncedisa **Gcanga**



Mlandeli **Tengimfene**



Thobile **Thomas**



# Balloting and Electoral Services

## Overview

In supporting the EISA mission, the Balloting and Electoral Services Department (BES) seeks to promote the appreciation and practice of internal democracy and good governance within statutory bodies, political parties, trusts, corporate entities, trade unions and a variety of constituency organisations.

The primary goal of BES is to develop and make available a range of technical products, services and solutions and provide advice on model structures, systems and procedures for the conduct of credible and legitimate office bearer elections as well as effective and accountable governance. The secondary objective of the department is to contribute towards the financial self sustainability of EISA. To this end, the department's services and products are offered at cost recovery rates.

While primarily and strategically focussing on South Africa, the department has, in conjunction with other departments within EISA, earnestly begun exploring possibilities of extending its services to the region and the rest of the continent. The appraisal of the department's performance in the previous year is therefore an attempt to gauge the impact that its activities are beginning to have both internally within EISA and on its beneficiaries.

## Activities and Achievements

2004 was dedicated to consolidating service quality and operational efficiencies. To this end, delivery processes were streamlined and the quality of our services significantly enhanced. In 2005, the department continued to place emphasis on improving its capacity to deliver value-added and quality services to its clients. The increase and diversification of personnel has resulted in higher rates of cost recovery and increased responsiveness to client demands. The full commissioning of our electronic management solution made it possible for clients to conduct elections in a fraction of the time used previously and with greater accuracy.

## Highlights

The following constitute some of the department's key highlights for 2005:

- Retention and Growth of Beneficiaries

The department observed a slight decline in the number of elections (14%) relative to 2004. The decline is attributable to both the cyclical changes in elections as well as to changes within some sectors such as the recent merger of higher education institutions within South Africa. In 2005, the department was however able to retain almost all of its traditional clients despite what appears to be signs of emerging competition. Clearly, this loyalty cannot be taken for granted. It continues to be an indicator of the extent of currency and relevance of the department's services.

**In 2005, the department conducted both the metered and minibus taxi industry election processes**



- Internal Political Party Democracy

In 2005, the department had the opportunity of conducting office bearer elections for all provincial structures of the African National Congress (ANC) with the exception of the Eastern Cape, which is due in 2006. Apart from the scale of operations involved in delivering the process, this round of elections was also significant because of the extent of public interest in them and the relatively high level of contests within the party. Both factors had the effect of bringing into sharp focus the role of EISA in ensuring the acceptability of the election outcomes. It is pleasing to record that all elections were successfully conducted.

- Student Governance

The recent merger of institutions of higher education presents a number of challenges to the affected institutions not least of which is the need to realise democratic, united and accountable student governance. As a consequence of this exercise, a number of institutions were forced to hold off their elections until due process of putting in place legal structures, systems and procedures had been followed. Towards the end of 2005, the department was approached by several institutions to participate in constitutional review processes.

Another highlight in this area of work was the successful conduct of the election of Tshwane University of Technology (TUT) Student Representative Committees (SRC's). The election was challenging both operationally, with about 44,000 voters dispersed in five of South Africa's provinces, and technically, due to the introduction of a PR system for six local and one central SRC elections.

- Democratic Governance of Retirement and Medical Funds

The department conducted elections for the Tramed Medical Fund which is an 81,000 member medical fund of Transnet employees - one of the largest state parastatal's. This was a postal election completed over a period of 12 months from July 2004 to July 2005. It involved the design, production and supply of materials, communication with members, response handling as well as administration of the actual voting and counting operations.

- Taxi Industry Transformation

Since 2002, the department has worked with the Western Cape government's transport department in the taxi industry transformation process. The installation of democratic and representative leadership at all levels of the industry is considered by the department as being both critical for long lasting unity, and an essential pre-condition for a sustainable and thorough transformation of the taxi industry in the country. In 2005, the department conducted both the metered and minibus taxi industry election processes. The successful conduct of these elections was important to the department because it created space for the same services to be extended to the rest of the country.

## Activity Statistics for Period Under Review

<b>Date</b>	<b>Client</b>	<b>Type Of Service Provided</b>
22-Jan-05	Independent Democrats Western Cape	Election Monitoring
19-Feb-05	ANC Bohlabela	Regional Office Bearers Election
25-Feb-05	Commed Board of Trustees	Member Trustee Elections
27-Feb-05	ANC City of Cape Town	Regional Office Bearers Election
06-Mar-05	ANC Karoo	Regional Office Bearers Election
13-Mar-05	Communications Workers Union	Central Executive Committee By Elections
14-Mar-05	ANC Southern Cape	Regional Office Bearers Election
19-Mar-05	ANC West Coast	Regional Office Bearers Election
20-Mar-05	ANC Overberg	Regional Office Bearers Election
20-Mar-05	ANC Ukhahlamba	Regional Office Bearers Election
26-Mar-05	ANC Overberg	Regional Office Bearers Election
26-Mar-05	ANC West Coast	Regional Office Bearers Election
02-Apr-05	ANC Chris Hani	Regional Office Bearers Election
09-Apr-05	ANC Boland	Regional Office Bearers Election
12-Apr-05	VWSA Strike Ballot	Strike Ballot
22-Apr-05	ANC Mpumalanga Postponed Provincial conference	Provincial Office Bearers Election
01-May-05	ANC North West	Provincial Office Bearers Election
10-May-05	Western Cape Metered Taxi Election	Provincial Office Bearers Election
14-May-05	SATAWU Gauteng Special Congress	Regional Office Bearers Election
15-May-05	ANC KwaZulu Natal	Provincial Office Bearers Election
15-May-05	ANC Nelson Mandela	Regional Office Bearers Election
18-May-05	UCLGA	Office Bearers Elections
22-May-05	ANC Amatole	Regional Office Bearers Election
23-May-05	ANC Cacadu	Regional Office Bearers Election
27-May-05	ANC Mpumalanga Provincial conference 2	Provincial Office Bearers Election
11-Jun-05	Manhattan Pension Fund	Member Trustee Elections
25-Jun-05	Commed Board of Trustees	Member Trustee Elections
26-Jun-05	ANC Limpopo Provincial Conference	Provincial Office Bearers Election

14-Jul-05	Transmed Medical Scheme	Member Trustee Elections
17-Jul-05	ANC OR Tambo Region	Regional Office Bearers Election
17-Jul-05	NUM Highveld Region	Regional Office Bearers Election
05-Aug-05	NUM NETVL Region	Regional Office Bearers Election
12-Aug-05	CEPPWAWU National Congress	National Office Bearers Election
03-Sep-05	NUM Carletonville Region	Regional Office Bearers Election
04-Sep-05	NUM Natal Region	Regional Office Bearers Election
04-Sep-05	NUM Western Cape Region	Regional Office Bearers Election
09-Sep-05	NUMSA Continental Tyres	Member Ballot
16-Sep-05	NUM PWV Region	Regional Office Bearers Election
16-Sep-05	HOSMED Board of Trustees	Member Trustee Elections
24-Sep-05	SACCAWU National Congress	National Office Bearers Election
25-Sep-05	Treatment Action Campaign National Congress	National Office Bearers Election
26-Sep-05	SADTU Western Cape Provincial Conference	Provincial Office Bearers Election
28-Sep-05	SADTU Gauteng Provincial Conference	Provincial Office Bearers Election
29-Sep-05	SADTU Limpopo Provincial Conference	Provincial Office Bearers Election
11-Oct-05	Tshwane University of Technology	Student Representative Council Elections
15-Oct-05	University of Johannesburg	Constitutional Review
22-Oct-05	SADTU Eastern Cape Provincial Conference	Provincial Office Bearers Election
22-Oct-05	SADTU Mpumalanga Provincial Conference	Provincial Office Bearers Election
26-Oct-05	Western Cape Minibus Taxi Election	Provincial Office Bearers Election
17-Nov-05	KwaZulu Natal Provincial Taxi Council Elections	Provincial Office Bearers Election
18-Nov-05	VWSA Pension Fund Trustee Elections	Member Trustee Elections
19-Nov-05	NUM Klerksdorp Regional Conference	Regional Office Bearers Election
25-Nov-05	SAPU National Congress	National Office Bearers Election
07-Dec-05	ANCYL Limpopo Provincial Conference	Provincial Office Bearers Election
	Commed	

## Preview of Plans for 2006

In 2006 the department aims to invest additional resources, both human and financial in research and development, product development and scope expansion. This, in turn will allow the department to rapidly expand its services without losing touch with its traditional client base.

**MISINGI YA UDHIBITI,  
UFUATILIAJI NA UANGALIZI  
KWA UCHAGUZI KATIKA  
ENEO LA SADC**

Kama ilivyokubaliwa Novemba 6, 2003 katika Hoteli na  
Kituo cha Mkutano Kopanong, Benoni, Johannesburg.



KITABU CHA UCHAGUZI NO. 13  
TAASISI YA UCHAGUZI YA KUSINI MWA AFRICA  
JUKWAA LA TUME ZA UCHAGUZI

**MANUAL SOBRE A LEGISLAÇÃO  
ELEITORAL DE ANGOLA**

2006



EISA ELECTION HANDBOOK 16

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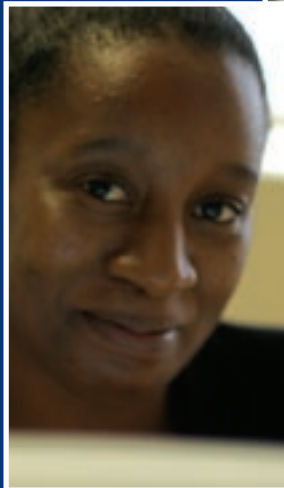
## LOCAL GOVERNMENT PROGRAMME



Themba **Nkwinika**



Victor **Shale**



Irene **Mathenjwa**



# Local Government Programme

## Overview

The Local Government Department entered 2005 with two critical challenges - to consolidate 2004 initiatives and expand its existing work. During 2004, EISA established itself as a key player on participatory democracy at a local level, mainly through its work in the Eastern Cape province which enabled it to develop a model within which to frame its future work. In line with this objective, EISA increased the Unit's human resources with the appointment of Mr Themba Nkwinika as the head of the Unit, replacing Ms Irene Mthenjwa, supported by Mr Victor Shale as the Local Government Unit's Assistant Programme Officer.

## Programme Objectives

The main aim of the Local Government programme was to equip local government structures, councillors, ward committees and community structures with skills to enable them to engage with each other and maximise their interaction in responding to the needs of their communities. The following objectives were identified to:

- Provide skills, information and expertise to Ward Committees through capacity building programmes around the legislative framework and organisational skills so as to enhance their capacity to facilitate civic involvement in local governance, local development and municipal decision-making; and
- Train and make available resource people to community structures, ward committees and councillors to facilitate the interactive process.

## Activities and Achievements

### South Africa

- Eastern Cape Support to Ward Committees

Working with the CMDEE, the Local Government Project co-facilitated training in the EISA Capacity Building for Ward Committees in the Amatole municipality of the Eastern Cape. The material was updated, based on new legislation and drawing on EISA's experiences. The material was extended to include a "train-the-trainer" component, which provided facilitators with a theoretical understanding of participative methodologies together with practical experience of using the methodology. This material was piloted in the Ukuhlamba District municipality.

- Free State Rural Development Association

EISA was sub-contracted by the Free State Rural Development Association to support its activities in the Free State in the area of local government. The Local Government Project focussed on a project for ward committee members.

- Community Radio Support

Two activities were undertaken jointly by the CMDEE and the Local Government Project contributing to a workshop for community radio stations facilitated by ABC-Ulwazi. EISA's input formed part of the ABC-Ulwazi week long training aimed at enhancing the capacity of community radio stations to cover the up-coming local government elections.

## Regional Activities

- Lesotho Local Government Elections

EISA was subcontracted to provide support to Lesotho stakeholders in preparation of the local government elections held on 30 April, 2005. EISA support took the form of a Stakeholders Conference convened jointly with the Ministry of Local Government. The Conference brought together stakeholders working in support of the forthcoming local government elections and identified specific areas of concern and identified how best to address these concerns to ensure the success of the elections.

## New Approach

A new approach to implementing the programme was developed. The approach rests on two pillars. The first pillar is of a sustainable approach to ward committee capacity building processes in Ukhahlamba District in the Eastern Cape province and to provide a basis for EISA's future work with ward committees. The second pillar is to entrench municipal ownership of ward committee capacity building processes by taking certain responsibilities in implementing the programme. To achieve this, a Training of Trainers approach was conceptualised by EISA and negotiated and agreed upon with the District Municipality.



- Observing EISA-trained trainers in action

## Expanding the Local Government Programme Activities

The Local Government Department received grants to implement its activities in the Free State and KwaZulu-Natal provinces. This project will target local government structures, councillors, ward committees and community structures and will focus on participatory democracy at a local level, leadership and conflict management issues. This project will be fully implemented in 2006 after the Local Government elections.

## Preview of Plans for 2006

- Implementing the "train-the-trainer" model in Ukhamba.
- Working with civil society organisations and municipalities in the Free State and Kwazulu-Natal provinces on:
  - participatory democracy
  - conflict management
- Contributing to the 2006 Local Government elections in South Africa through:
  - civic education
  - documenting events during the build-up to the election
  - producing the election update
- Contributing to the conceptualisation of EISA's Local Government work in the rest of the SADC region and beyond.

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INFORMATION AND  
COMMUNICATION TECHNOLOGY



Deane **Stuart**



Alka **Larkan-Grobler**

# Information and Communication Technologies

## Overview

In 2005, the ICT Department played a stronger role in programme activities at EISA by focusing on two major work areas of work: the web site and support infrastructure.

## Activities and Achievements

The reworking of the encyclopedic aspect of the web site began and EISA research was made available on the web site. An ICT researcher was hired to work on the Web Encyclopedia Project and his work has entailed updating and reworking all the content of this section of the site. In addition, the corporate content of the web site was updated and improved. A stronger web presence with a unique information base of exceptional quality has led to an increased Google rating. This has drawn more visitors to explore our online presence and spend more time at the site. More information is available to all stakeholders and more importantly, it is being accessed, as evidenced by the large downloads from our web site.

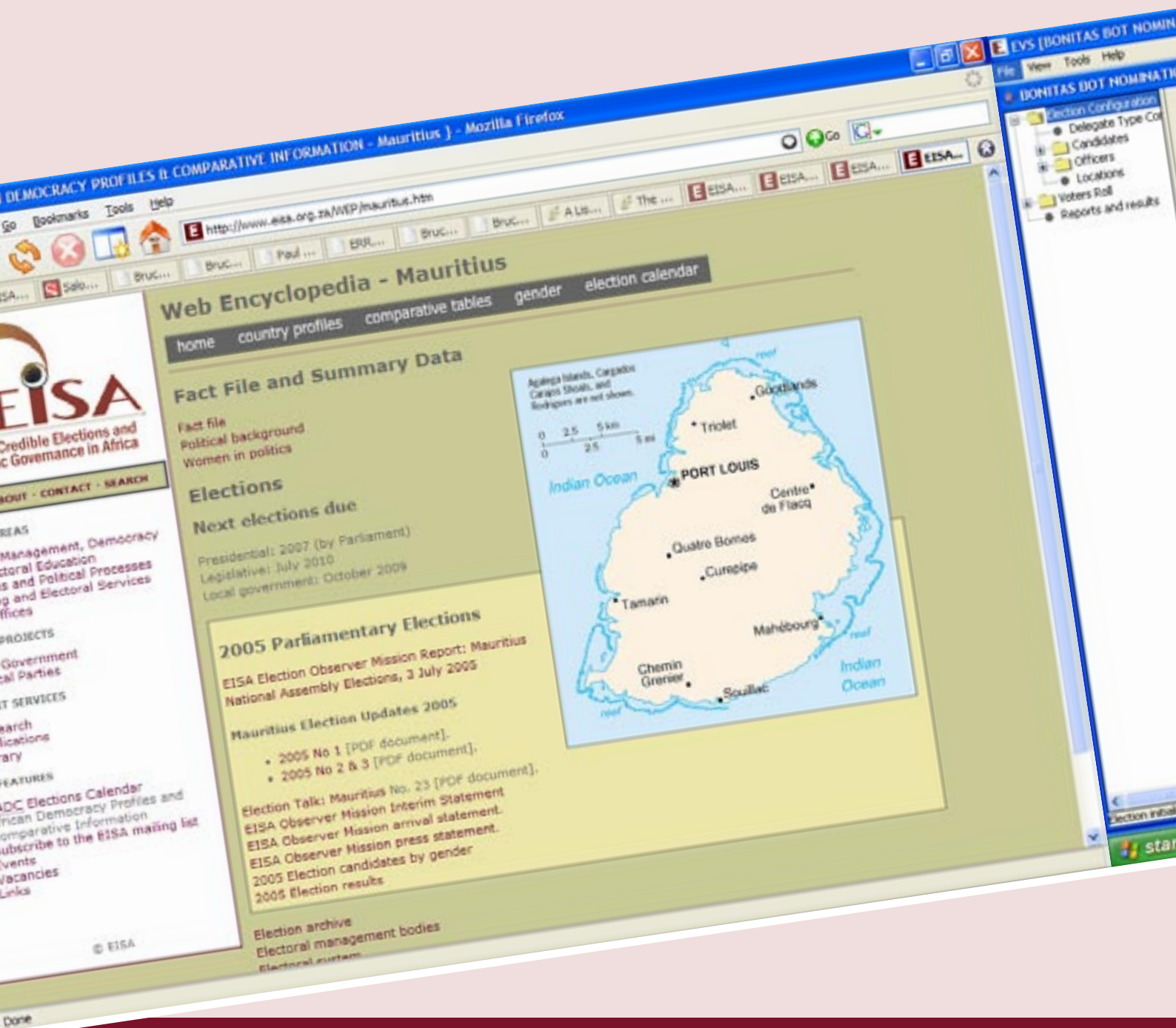
ICT support to all offices, especially the new field offices, enabled efficient communication between all staff via Skype internet telephony, email and internet access.

In addition, ICT facilitated the development of the EVS software for the Balloting and Electoral Services (BES), from specification to testing and implementation. Phase One of this project (software for vote-counting and voter-verification, fully audited on a secure server) was completed by the end of 2005 and has enabled BES to present a more competitive and professional service to clients.

## Preview of Plans for 2006

In 2006, the Department aims to begin a number of projects that will streamline communication between staff, especially between different offices, such as building an intranet. It also aims to upgrade and future proof the network and develop a comprehensive ICT policy for the field offices. The web site will be redesigned for EISA's 10-year anniversary in November 2006. Software projects include the development of an expert database and Phase Two of the EVS system.

A stronger web presence with a unique information base of exceptional quality has led to an increased Google rating





**ICT facilitated the development of the EVS software for the Balloting and Electoral Services (BES), from specification to testing and implementation**

## ANGOLA OFFICE

Augusto **Santana**



Justina **Cumbe**



Fatima **Barres Neto**



Eunice **Reis**



João Maurício De **Oliveira**



# Regional Reports

## Angola Office

### Overview

EISA is successfully completing activities for the programme, "Strengthening the Capacity of Electoral Stakeholders in Angola for their Credible and Successful Involvement in the Democratic Process". The office adjusted its programme in the light of continued uncertainty regarding the election dates.

In terms of the preparation of the actual elections, 2005 was a milestone in our efforts to ensure that good levels of preparedness of election stakeholders were reached. An electoral law package comprising seven different laws was approved, the National Electoral Commission (NEC) was sworn in and steps were taken to prepare for the administration of the process. Despite this promising start, voter registration, initially scheduled for May 2005, was postponed sine die and the civic education process which was widely publicised, never took place. Initially, the government planned to hold elections no later than September 2006. The EISA programme was then adapted to assist in building the capacity of the Angolan stakeholders. However no election calendar was announced. Voter registration, which according to the law is a government responsibility, initially planned for three months, has now been extended to six months.

Despite the uncertainties and other challenges, EISA has put in place flexible mechanisms with a view to ensuring that there is continuity in the provision of technical support to Angolan election stakeholders.

### Activities and Achievements

The most important achievements in 2005 were as follows:

- Holding of two regional conferences, on the role of elections in strengthening democracy, peace and reconciliation;
- Training of 100 long term observers, covering the country's 18 provinces;
- Holding of 10 election-related workshops, both in Luanda and the provinces;
- Sending of five Angolans to observe polls in three SADC countries, namely, Mauritius (parliamentary elections), Tanzania (general elections), and the Democratic Republic of Congo (constitutional referendum);
- Integration of Angolan political parties in the SADC political parties dialogue;
- Successful assistance in the establishment of an Angolan civil society platform, comprising all the major civil society groups, including NGOs, church institutions, trade unions, etc.

- Advice to the NEC to adopt a party liaison committee to deal with those parties not represented in the electoral commission.

## Programme Activities

- Support to Civil Society Organisations

In 2005 EISA consolidated its support to the local groups organised in a national coalition, the Civil Society Electoral Platform. This effort, which started before the establishment of the office, took shape in 2004 and was consolidated in 2005. The Electoral platform is composed of more than 100 local, provincial and national civil society groups, which come together under EISA's support, to assist in the effort of civic education, observation and conflict prevention.

- Electoral Support Networking

The Electoral platform is now in place and Mr. Matias Kapapelo of Angola 2000 and leader of one of the three major NGO coalitions was elected president. Seven other people representing the regions were also elected to the platform leadership. EISA has assisted them in the preparation of a strategy and work plan.

- Civic and voter education

The Government, through the Inter-Ministerial Commission for the Electoral Process (CIPE), announced at the beginning of 2005 that EISA would be a privileged partner in the implementation of the civic education for voter registration strategy. Although voter registration was postponed, EISA continued to be a key partner to CIPE providing civic and voter education materials drawn from the SADC region for reference as well as providing advice.

- Domestic Election Observation and Monitoring

EISA has trained 100 long-term observers who will be deployed soon after the dates of voter registration are announced. The 100 long-term observers, five per province, will observe the three phases of the electoral process in the 18 provinces, covering the whole country. The observer group will work under the Platform Coordination, and EISA will continue to provide technical support, as it is the first time that such an initiative is utilised in the country.

- Enhancing the capacity of political parties

EISA assisted Angolan political parties in 2005 through public debates on electoral issues as well as providing advice to their leaders on key technical aspects during the preparation of the electoral legislation package. In every public debate, conference workshop or debate, political parties were given time to pose their questions, address issues or respond to the public, government or commission at any level of government.

Specific workshops to discuss political parties in the electoral process were also held, mainly in Luanda. EISA served also as a resource to provide advice and documents to the parties.

- Opening the political space in the provinces

EISA held two regional conferences designed to promote political debate in the provinces. The first was held in Malanje, covering the provinces of Malanje, Kuanza Norte, Kuanza Sul, Bengo and Luanda, and the second in Bie covering the provinces of Bie and Huambo. A total of 252 people, including 147 women attended those conferences.

- Regional EISA Election Observer Missions

In July, a member of the Angolan Bar Association observed elections in Mauritius. Prior to departure, she was trained on PEMMO as well as Mauritian laws and regulations governing elections. Upon her return from the mission, she was given the opportunity to share her experience with a large group of Angolans, including present members of the commission, government officials, leaders of political parties and civil society representatives. In October, EISA Angola sent three observers to observe the Tanzanian Presidential elections. Unfortunately the observation mission was not completed as the elections were unexpectedly postponed as a result of the death of one of the presidential running mate candidates. In addition, a representative from the Civil Opposition Parties joined EISA's mission to observe the 18 December 2005 Constitutional Referendum in the DRC.

- Media

As part of its support to the media sector, EISA held two media roundtables in 2005. Both events gathered around 100 journalists from state and private media. The workshops discussed the role of media in the coming election based on SADC experiences and the 1992 media electoral coverage performance. The most relevant topics were the role of media in the promotion of civic education, the role of journalists in conflict prevention and the legal framework that support the media in Angola. They provided an opportunity for journalists to debate their role in elections, the political influence in the media as well as the impact of media in the promotion of free and fair elections.

- Other relevant activities

Apart from the activities provided in the DFID-funded programme, EISA Angola also undertook other activities including regular meetings with key ministries, political parties, civil society leaders and the media. In 2005 EISA held several meetings with the MPLA, UNITA and all the main political parties' leadership to discuss ways in which EISA could provide assistance. All parties were willing to cooperate and benefit from EISA's experience.

EISA facilitated the training of more than 300 civic education trainers for the Christian Church Council (CICA) throughout the year, in the provinces of Bengo, Huila and Luanda. EISA continued receiving requests to train and assist in various domains due to its expertise in civic, voter education and election observation.



**More than 2000 people including 789 women,  
have participated in EISA's workshops,  
conferences and debates**



DEMOCRATIC REPUBLIC  
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BURUNDI

ANGOLA

MOZAMBIQUE

SOUTH AFRICA

## Administrative Issues

EISA Angola was registered with the Government of Angola through the Ministry of Justice during 2005. New staff members have been hired for a renewable one-year contract. Mr. Kambeu Mukunda was hired as the Finance Officer, and Mrs. Justina Cumbe from Mozambique joined as the new Programme Manager.

## Impact

During the period under review, EISA has undoubtedly started to achieve a positive impact on the electoral process in Angola through its impartial, non-partisan, outcome-based technical assistance to various election stakeholders. EISA Angola accomplished the following:

- EISA successfully conducted two conflict prevention workshops in the province of Bengo, attended by more than 400 people, including members of government, members of parliament, political party representatives, civil society groups and the media.
- EISA's facilitation efforts for the coordination of the activities of the existing civil society groups and networks have created an impact. So far, more than 20 networks agreed to come together and coordinate their efforts through a steering committee (Platform) that will be responsible for the coordination of civic education, election observation and conflict resolution projects. The Platform itself is now an important structure in the Angolan electoral dispensation.
- EISA has become a leading organisation in terms of creating space for electoral debate for all electoral stakeholders, both in Luanda and in the provinces. So far more than 2000 people including 789 women, have participated in EISA's workshops, conferences and debates.
- EISA receives an increasing number of requests for assistance. This demonstrates the fact that EISA has managed to maintain its credibility, mainly due to its independent, impartial and professional approach.
- The NEC acknowledges EISA's reputation and experience and uses the institution as a permanent resource for advice and assistance. The Principles for Election Management, Monitoring and Observation (PEMMO) in the SADC region have become an important instrument for all Angolan stakeholders, including the NEC.

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## BURUNDI OFFICE



Benoit **Muhimuzi**



Joseph **Topangu**

# Regional Reports

## Burundi Office

### Overview

Following a fact finding mission to Burundi in late 2004 EISA opened an office in Bujumbura to provide assistance to the Independent Electoral Commission to deliver free, fair and legitimate elections and strengthen the capacity of political parties and civil society organisations to participate effectively in the democratic electoral process.

EISA had identified three specific areas of support based on the findings of the fact-finding mission, namely: conducting voter education, strengthening civil society organisations to participate in the electoral and democratic process, and strengthening political parties in monitoring the electoral process.

The initial project dates were based on the assumption that elections would take place as outlined in the Arusha Peace Agreement. The project started mid January and ran for the period January to December, owing to a combination of technical problems and delays in the electoral process schedule. In addition to the projects outlined above, EISA responded to requests from stakeholders and participated in activities which had an immediate bearing on the process.

The Burundi office built up a solid relationship with a wide range of stakeholders attending weekly meetings with the donor community, the Commission Electorale Nationale Indépendante (CENI), the United Nations Operation in Burundi (ONUB), civil society organisations and political parties.

### Activities

As a population emerging from deep-rooted conflict, the majority of Burundians were not familiar with the electoral process. EISA undertook three main activities to contribute to a free and credible electoral process:

- Conducting Voter Education

In consultation with local civil society organisations, and in particular, working closely with the Coalition of Civil Society Organisations for the Monitoring of Elections (COSOME), EISA Burundi identified appropriate participants to attend a Train-the-Trainer programme. EISA head office designed the training material in consultation with COSOME. The training was conducted by EISA's programme officer, Dieudonné Tshiyoyo. The material was translated into French prior to being used for training by a participatory interactive methodology. The manual included a large set of posters and pamphlets in French and Kirundi.

The EISA Burundi staff members travelled with COSOME staff to the provinces to evaluate the conditions in which civic education sessions had taken place, met trainers and

local authorities to hear their views and collecting data on the prevailing conditions. The office then published a report in French summarising the findings and difficulties encountered in the field. It also revealed the interest of the public in the civic education sessions with most trainers indicating that they wished they could have started the training earlier as the response was so positive.

- Supporting civil society organisations in observing the electoral process

This activity provided for a domestic observation initiative recognising that domestic observation by civil society organisations (CSOs) plays a vital part in preventing fraud, building public trust in the electoral process - thanks to a generally independent and non-partisan stance - and ensuring that the outcome of the election is acceptable to all stakeholders.

EISA-Burundi held discussions with several civil society organisations regarding the role that domestic observers play in the electoral process. The response from local organisations reinforced the need for a domestic observation initiative and EISA-Burundi and COSOME were tasked with the responsibility of putting in place such an initiative. Shortly after the arrival of the EISA-Burundi, plans were made in regard to putting in place a domestic observation mission for the February 28 constitutional referendum.

With the support from EISA head office, COSOME was supported in developing an observation strategy, including the recruitment, training and deployment of observers. EISA head office assisted with the design and development of an observation manual and report forms in consultation with COSOME. The material was translated into French. Participants were also exposed to the "Principles for Election Management, Monitoring and Observation" (PEMMO) as a yardstick by which to assess the free and fairness of the elections.

In preparation for the elections, CENI facilitated a meeting with a wide range of partners, including UNDP, ONUB, EISA-Burundi, COSOME, and CNCA to discuss the question of domestic observation. UNDP, UNOPS, ONUB and EISA-Burundi were tasked with preparing a plan of action for domestic observers. The material designed for training observers for the Referendum was used, in a condensed version with an additional module on democracy. EISA-Burundi trained 130 observers as trainers who in turn trained additional trainers. A total of 1130 domestic observers were placed in the field for these elections drawn from COSOME, CNCA, CIVIC and Ligue Izere members.

- Supporting political parties in monitoring the electoral process

EISA believed that the engagement of party agents during all phases of the process contributes to the stability of the process. The Burundi office was aware of the sensitivity of working with political parties and the need to create a level of trust in EISA and provide a platform for competing parties to engage with each other.

EISA-Burundi made contact with all 35 legal parties engaged in the political arena prior to the workshop. These contacts were needed to make sure the protagonists of the Burundian politics became familiar with EISA and felt comfortable to approach EISA for support in building their capacity to play a meaningful role in the process. With a few exceptions, EISA-Burundi met the political parties at the highest level. For instance, the



present ruling party, CNDD-FDD, arranged for EISA-Burundi to meet its former chairman, the now elected President Pierre Nkurunziza.

During the meetings with political parties EISA-Burundi explained the background to its establishment in Burundi and the aims, objectives and activities of the project. EISA-Burundi met with a favourable response from parties receiving requests for long-term support beyond that of the elections. Some leaders suggested that the planned training should include not only members of the political parties but also the leaders.

- Co-operation with ONUB

In the pre-election period EISA, in consultation with ONUB, designed material for a workshop to train party leaders on topics such as the electoral campaign and political communication. EISA-Burundi was given the responsibility of compiling modules, identifying workshop facilitators and contacting the political parties. In addition, EISA-Burundi contributed to the compilation of the evaluation form which was used at the end of the two-day event.

The workshop evaluation noted that participants were pleased with the subjects addressed during the workshop and that the didactic material was easy to understand although a minority of participants indicated that they would like the workshop to have been presented in Kirundi. Participants also indicated that they would have liked a longer workshop to allow for more in-depth discussion.

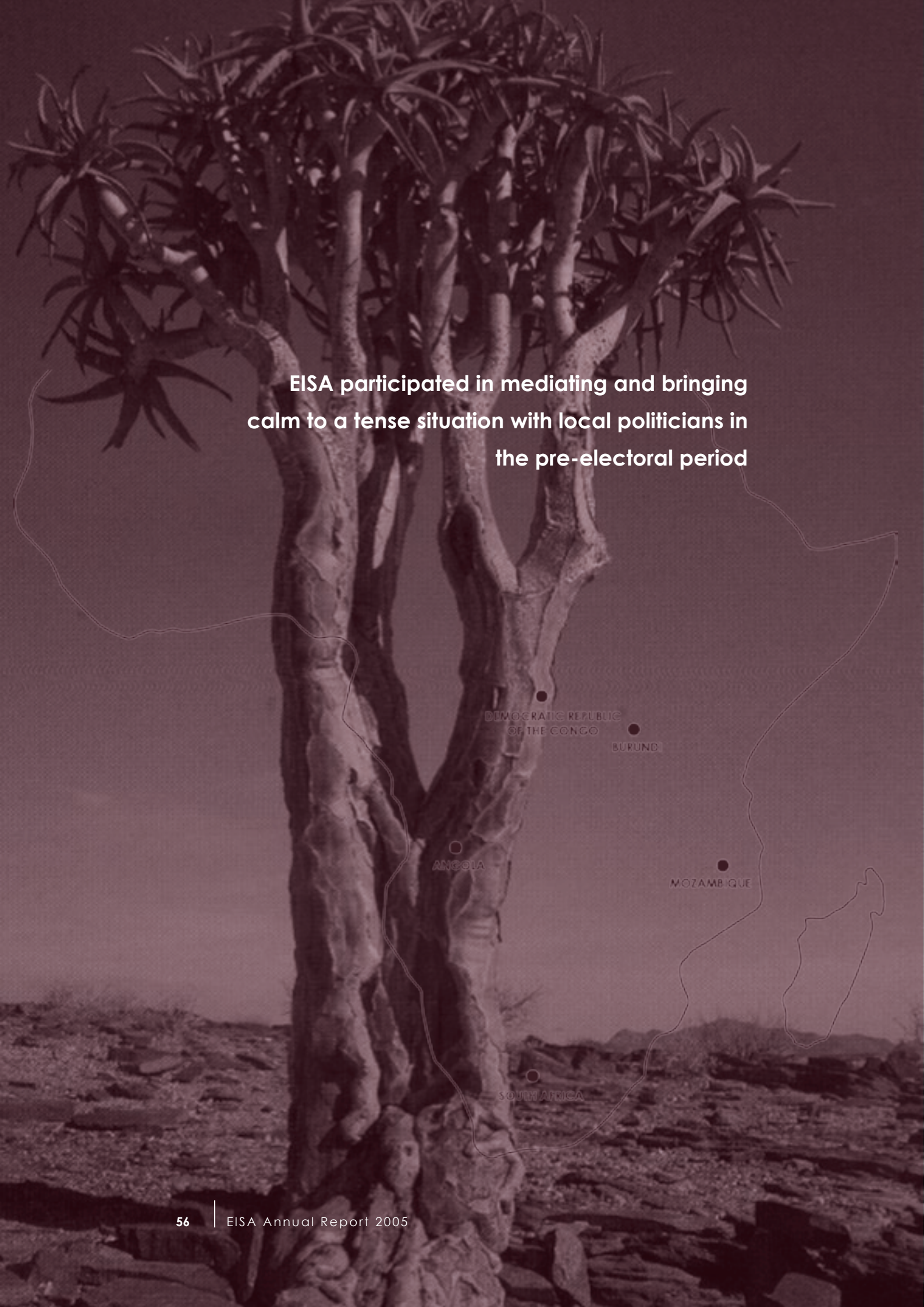
- Polling station map

EISA Burundi also assisted the CENI in drawing up a voting centre map of Bujumbura, printing 150 sets of the city voting centres. These maps were distributed to international observers to enable them to find their way to voting stations as no complete maps were available. The concept for this map came out of the experience of the constitutional referendum observation when observers found it difficult to move around the city.

- Strengthening women's capacities to participate in the democratic process

In September, EISA-Burundi was requested by the ONUB Gender Unit to assist in conducting a study aimed at evaluating the cost of training all women candidates instead of only three per commune as had been done prior to the communal elections. EISA-Burundi consulted with various stakeholders and indicated to the ONUB Gender Unit that it was too late to train all women at this stage although such a programme should be put in place in the long-term.

Later, ONUB Gender Unit requested EISA to participate in and co-ordinate a survey on the "Impact of Women Candidates Training". EISA managed the project and was responsible for the budget.



**EISA participated in mediating and bringing calm to a tense situation with local politicians in the pre-electoral period**



## Achievements

The following was achieved under the period under review:

- EISA-Burundi conducted a TOT for 62 trainers on 16 - 18 February.
- With EISA's assistance the civil society trainers conducted a countrywide second level training following which 640 observers were deployed on referendum day.
- On the eve of the elections, EISA head office assisted in designing training materials for party agents which were translated into French. A total of 34 party agents participated in the TOT session.
- EISA produced two series of 4000 copies of a short booklet containing the main information from the electoral manuals in Kirundi.
- EISA produced voting station maps of Bujumbura city, more than 200 copies of which were handed to the CENI.
- EISA managed a training of 100 women candidates in the local elections.

## Impact

Even though it is not possible to assess accurately the impact of EISA actions as the office worked in collaboration with partners, some emerging impact includes:

- The evaluation workshop held by EISA was attended by authorities from all provinces and was well publicised in the media, showing the interest for the work done by the office.
- The CENI final report mentioned EISA as being one of the two international NGOs that played a front line role in the success of the electoral processes.
- EISA took the lead in training women candidates for the local elections. An evaluation study showed that trained women succeeded more often than those who were not trained.
- During a workshop organised with Onub civil affaires section, EISA participated in mediating and bringing calm to a tense situation with local politicians in the pre-electoral period.

## Preview of Plans for 2006

- Good governance in general
- Local governance and interaction between the elected authorities and the citizenry.
- Human rights education and democracy promotion.
- Gender in democracy process.

## DR CONGO OFFICE

Ferdinand **Kapanga**



Vincent **Tohbi**



Serges **Kavuanda**



Nicole **Mibulumukini**



Antoinette **Mbumba**



Hector **Lubamba**



Christophe **Ndelika**



Fanny **Tsimba**

# DRC Office

## Overview

Following the establishment of transitional institutions in Kinshasa in July 2003, the Democratic Republic of the Congo (DRC) was faced with the challenge of ensuring a sustainable resolution of the conflict and the establishment of an appropriate constitutional and legal framework conducive to the holding of transparent and legitimate elections.

In line with its commitment to promoting credible elections and democratic governance in Africa, EISA set up a field office in Kinshasa in 2004 to carry out a programme aimed at supporting the DRC democratic process through empowering transitional institutions, political parties and civil society organisations. The initial purpose of establishing the office was to contribute to all major efforts aimed at ensuring a smooth and peaceful political transition that would lead to the holding of free and fair elections.

After its efforts and contribution in the establishment of constitutional and legal framework in 2004, EISA essentially focused its work in the DRC in 2005 on providing technical assistance to the Independent Electoral Commission through its project entitled "Strengthening democracy in DRC through involvement and empowerment of Stakeholders to conduct efficient elections and develop mechanisms to prevent, resolve and manage election-related conflicts". In addition, the office interacted with political parties and civil society organisations, key players in the peace and electoral process, through specific programmes which will be highlighted later. These institutions made numerous requests to EISA to provide them with technical assistance.

## Staff

The staff members involved in the activities carried out by the DRC office includes the Resident Country Director, two Programme Officers, one Finance Officer, two Programme Assistants, one Office Administrator and a driver.

## Activities and Achievements

The general objective of this phase of the intervention was to improve the conditions for a peaceful transition leading to the holding of free and fair elections. Specific objectives included developing the capacity of the stakeholders to undertake the necessary tasks to set up the laws and regulations required for the framework of credible elections, and contributing to the development of benchmarks and best practices for a smooth and legitimate electoral competition.

The activities implemented intended to:

- Contribute to all the electoral legislation that was put in place.
- Design user-friendly handbook to familiarise the voters with the electoral process.



**EISA has contributed to the electoral process by assisting the electoral commission in conjunction with civil society organisations and political parties**



- Contribute to the training of the Independent Electoral Commission (CEI) staff in order for them to help deliver free and fair elections.
- Ensure good communication between parties and the CEI in order to ease tensions and reduce conflicts and violence.
- Involve civil society in the initiatives of preventing and managing conflicts at local level.
- Involve civic groups and political parties in the monitoring of the elections in order to legitimise the outcome of the electoral process and
- Assist in the development of a framework for the use of public resources in order to level the playing fields of the electoral process

EISA has contributed to the electoral process by assisting the electoral commission in conjunction with civil society organisations and political parties. Some of the actions are still ongoing including the panels, the domestic observation and public sensitisation. The results helped take the process forward. Some of the achievements were:

- EISA coordinated efforts aimed at developing a post-transition constitution and helped translate and print election-related laws in the four national languages and made them available to the Commission for distribution in the remote areas of the country. These efforts helped the country to hold a successful constitutional referendum in December 2005.
- EISA facilitated the creation of a national platform for the domestic election observation known as the 'Réseau National d'Observation et de Surveillance des Elections au Congo' (RENOSEC), now a countrywide network.

Along with other partners, EISA, the CEI and political parties drafted a code of conduct for political parties, which was signed by 197 political parties.

Other achievements include the training of CEI voter registration staff and the polling staff as well as setting up conflict resolution panels which started in the eastern Congo but have now spread to other provinces, with a view to ease tensions and prevent or solve election-related disputes. The office also deployed observers from neighbouring countries on polling day to monitor the referendum on the 18-19 December 2005.

The impact of EISA'S contribution on the electoral process has been positive and strong. One partner organisation, RENOSEC, which came into existence under EISA's initiatives, is now being entrusted with the task of monitoring and observing the whole electoral process across the country. Furthermore, the conflict management and resolution panel - another field of activity initiated and supported by EISA - was highlighted by the EU observers for its efficiency to the extent of making specific recommendations to scale up its presence on the ground. It is worth mentioning that the conflict management and resolution panels were originally intended for the eastern provinces where populations were divided along tribal lines with a crucial nationality problem which was one of the starting points of the recent armed conflicts. Given the strong demand,

the panels have been extended to the whole country. The positive and noticeable role played by these mediators toward the successful holding of the December 2005 constitutional referendum raised the profile of these mediators, thus explaining the support EISA received to increase their number throughout the country. It is obvious that the EISA mediators will play a crucial role during the 2006 national elections which are anticipated to be more competitive than the constitutional referendum.

## Preview of Plans for 2006

Despite the uncertainty of the political climate, the electoral process is moving forward and EISA is poised to keep providing support in the fields where it has been working, including:

- Conflict management and resolution: the panel will be reinforced by training more panel members in all provinces, with emphasis on those more likely to experience conflict in the coming elections. The latter includes the capital city of Kinshasa as well as the eastern provinces where peace and stability are still shaky.
- Civic education: this programme will be carried out with a view to raise the awareness and increase the interest of citizens in the electoral process, especially if there is a delay in the process.
- Party agents training: EISA has already designed a manual to train party agents to observe the voting process. Efforts are underway to harmonise the work done by EISA with other partners so as to make sure the main objectives of manuals are identical.
- Party liaison committee: The office will continue to support the interaction between political parties to favour the existence of a cordial space for discussion and exchanges.
- Domestic observation: EISA will maintain its support to RENOSSEC so the domestic observers can play a role in establishing the legitimacy and credibility of the electoral process.
- International observation: As the election date approaches, EISA will organise the international observation for the polling day, especially for observers from neighbouring countries.





- Denis Kadima displays proof of voting in the DRC Referendum, 2005



- A polling station during the DRC Election

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## MOZAMBIQUE OFFICE

Luis **de Brito**



Anissa **Izidine**



Zafanias **Matsimbe**

# Mozambique Office

## Overview

EISA opened its Maputo office in the context of a programme aimed at contributing to democracy through enhancing the capacity of and partnerships between key stakeholders in Mozambique for the 2004 electoral process. After the successful conduct of this initial phase of its work in Mozambique, EISA conceptualised a three-year post-election programme in 2005 centred on the consolidation of democracy in the southern African country. Titled "Consolidating Democracy through Enhancing the Capacity of and Partnerships between Key Stakeholders in Mozambique", the new programme covers new areas of activity: electoral reform and parliament-civil society relations.

EISA-Mozambique also proceeded with a separate project, the Comparative National Elections Project Survey, fully implemented in 2005. EISA staff in Maputo, the Resident Country Director, the Programme Officer and the Administrative and Financial Programme Assistant, also participated in some of EISA's regional projects.

## Activities and Achievements

- Consolidating Democracy through Enhancing the Capacity of and Partnerships between Key Stakeholders in Mozambique – Phase I:

One of the three objectives defined for the project was to ensure post-elections evaluation and identification of follow-up activities to address such problems that may have been encountered during the 2004 elections. A post-election evaluation workshop was organised and took place on 7-8 March 2005. In order to reinforce the collaboration between international NGOs operating in Mozambique in the area of elections and political parties, EISA promoted a partnership with the Association of Western European Parliamentarians for Africa (AWEPA), the Netherlands Institute for Multiparty Democracy (IMD) and the Konrad Adenauer Stiftung (KAS). The agenda of the workshop consisted of two parts. Part One comprised a set of themes (voters registration, candidates and election campaign, voting process, counting and disputes and complaints) presented by national researchers. Each theme was followed by a period of discussion. Part Two included a presentation on the electoral experiences of Malawi presented by the Chairperson of the Malawi Elections Commission, a communication on the different types of Electoral Management Bodies adopted in the various countries of Southern Africa by the Executive Director of EISA and a brief synopsis of the workshop with perspectives and recommendations. The workshop was conceived to offer a space for evaluation and exchange views on the electoral process between all stakeholders, including representatives of national and international observer missions. All the main international observation missions were represented, including the Commonwealth.

The discussions were very open and constructive and it was possible to reach a broad consensus on some of the main problems and constraints of the Mozambican electoral processes. There was particular emphasis on the question of the partisan nature of the National Elections Commission as the main source of difficulties, problems and political tension. A report including the texts of the presentations and summaries of the debates was published and distributed to all participants in April 2005. EISA Office in Mozambique received an official request from the Parliamentary ad-hoc Commission for the Revision of the Electoral Legislation for copies of this report as reference material to be used by the members of the commission in their work.

- Consolidating Democracy through Enhancing the Capacity of and Partnerships between Key Stakeholders in Mozambique – Phase II.

The discussions and negotiations with partners on Phase 2 of the programme took several months to conclude. The programme includes two main components: 1) electoral reform, and 2) cooperation between parliament, civil society and citizens. Due to the delay in the signing of the contracts, programme activities only started in November 2005 and concentrated on the electoral reform component. EISA Office, in partnership with some Mozambican civil society organisations (Christian Council, Islamic Council and AMODE) organised the first three workshops for public debate in the province of Cabo Delgado. These workshops were facilitated by EISA and representatives of the above mentioned organisations and about 20 invited members of the local civil society were invited for each session. The discussions covered different aspects of the Mozambican electoral processes experience. EISA also defined themes and started sourcing contacts with possible authors for a series of research papers on electoral reform. Another area of work was the negotiations with the Instituto Superior de Ciência e Tecnologia de Moçambique (ISCTEM) in order to create, in partnership with EISA, a documentation centre on democracy and election-related issues.

- Comparative National Elections Project Survey

Started in 1998, the Comparative National Elections Project is a comparative study of national elections in various countries. It began with a workshop in 2004, hosted by the Centre for Social Science Research of the University of Cape Town. It was decided that the study would be extended to several other African countries, including Mozambique. EISA was selected as the partner in Mozambique, in charge of organising and conducting the survey. The basic research question of the project was how citizens formed and changed their views (vote) in response to intermediation contexts. The questionnaire was composed of a core component and included two complementary sections: one common to all African countries included in the study, and another specific to each individual country. In order to add a more practical aspect to the academic dimension of the project, some of the activities were conducted in collaboration with Rádio Moçambique (RM), particularly in the field of their programmes aimed at developing civic and electoral education. It was agreed that after the preliminary data analysis, some aspects considered relevant to develop a series of radio programmes on civic education would be identified from the survey results. This would be a collaborative effort between project researchers and journalists. The fieldwork for the questionnaire

administration took place between June and July 2005, and the first report ("Formação do voto e Comportamento Eleitoral dos Moçambicanos em 2004") was published in September 2005.

### Other Activities

The Mozambique Office also engaged in activities directly supervised from EISA headquarters, namely:

- Production of a report and the organisation of a roundtable for the presentation and debate of the results of the pilot project on the Monitoring of the Use of Public Resources during the 2004 Electoral Campaign;
- Contribution to the research on "Political Parties Coalitions in Africa" which is expected to culminate in the publication of a book in 2006;
- Review of the "Party Agents Handbook";
- Participation in the EISA Observer Mission to Mauritius;
- Participation in EISA's fact finding mission and EISA Observer Mission to Zanzibar and Tanzania, including the compilation of the report on the Tanzania elections;
- Participation in the EISA Regional Observer Mission in the Constitutional Referendum in the Democratic Republic of the Congo.

### Impact

Through the provision of non-partisan technical support, EISA is seen as an honest broker, a role that the organisation intends to reinforce. Apart from political parties, EISA works in partnership with local civil society organisations and the electoral management bodies. In addition, its training materials have been used by the Parliament Ad-hoc Commission for the Revision of the Electoral Legislation. Undoubtedly, EISA is contributing to the entrenchment of the democratic system in a polarised society, filled with permanent tensions and distrust between the two main political forces of the country.

### Preview of Plans for 2006

In 2006 the Office will be engaged in pursuing the implementation of the second phase of the programme, which will focus on Parliament-society relations.

## FINANCE AND ADMINISTRATION

Amber **Olaleye**



Usha **Kala**



Thandi **Kondleka**



Dipti **Bava**



Drake **Orurach**



Maria **Hooper**



Mathembi **Mehlokhulu**



Mahlomola **Maje**

# Financial Statements

Electoral Institute of Southern Africa

(Association Incorporated Under Section 21)

Registration No. 1996/008257/08

## Income Statement for the Year Ended 31 December 2005

	2005 R	2004 R
<b>INCOME</b>	<b>56,706,706</b>	<b>36,347,453</b>
Grants	41,278,619	25,197,726
EISA administration fees	3,700,054	2,567,576
EISA administration fees – project	6,469,028	7,176,050
Earned income	2,121,393	871,764
Consultancy income	1,596,834	-
Interest received	297,478	278,826
Profit on disposal of equipment/ Insurance claim	13,702	79,616
Foreign exchange gain	1,194,562	104,828
Sundry income	35,036	71,067
<b>EXPENDITURE</b>	<b>53,479,912</b>	<b>34,989,572</b>
Operating expenses	10,561,258	9,651,686
Board expenses	360,947	325,949
Computer expenses	81,457	150,348
Depreciation	121,696	121,180
Financial expenses	35,364	128,116
Fundraising and tender costs	149,086	61,733
Motor vehicle expenses	19,235	12,955
Office expenses	1,077,059	1,058,943
Salaries and contributions	8,716,414	7,792,464
Project expenses	42,918,654	25,337,886
<b>SURPLUS FOR THE YEAR</b>	<b>3,226,794</b>	<b>1,357,882</b>

## Electoral Institute of Southern Africa

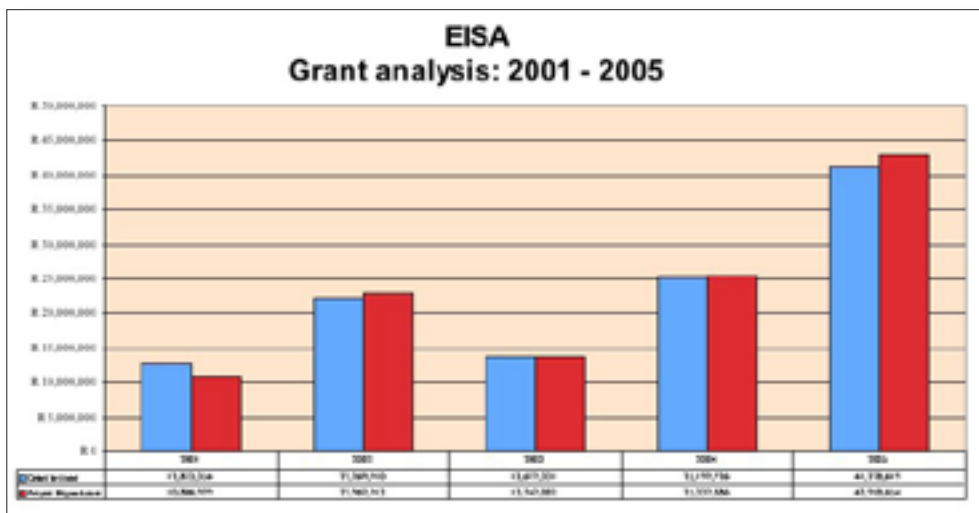
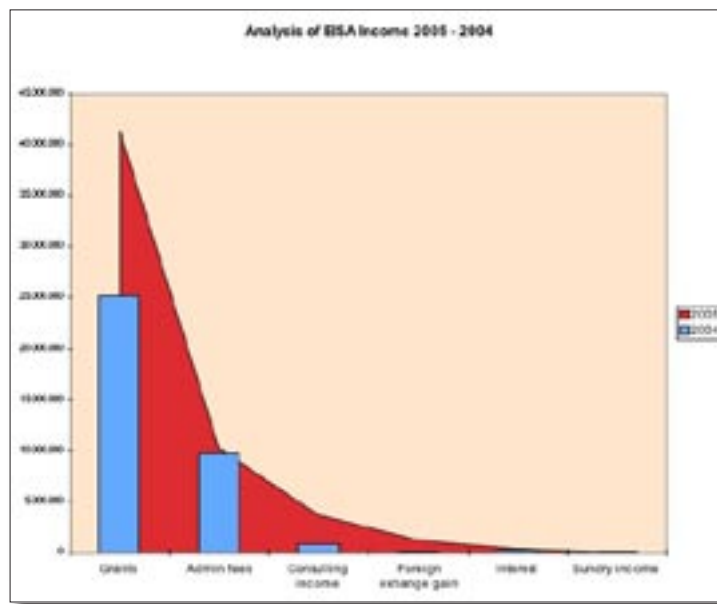
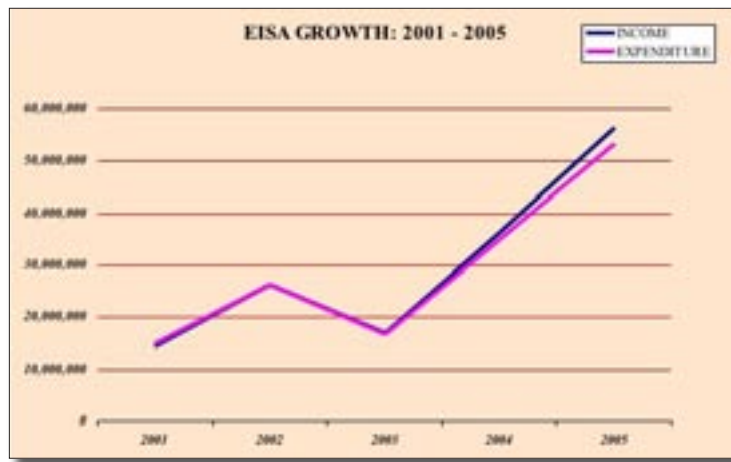
(Association Incorporated Under Section 21)

Registration No. 1996/008257/08

### Balance Sheet as at 31 December 2005

	2005 R	2004 R
<b>ASSETS</b>	<b>13,780,413</b>	<b>12,760,934</b>
<b>Non – current assets</b>	<b>199,648</b>	<b>262,271</b>
Equipment	199,648	262,271
<b>Current assets</b>	<b>13,580,765</b>	<b>12,498,663</b>
Trade and other receivables	1,403,774	1,775,596
Cash held in trust	2,096,491	-
VAT recoverable	511,452	54,803
Accrued grant income - grants	2,264,185	444,097
Accrued grant income - consulting	261,651	-
Cash and cash equivalents	7,043,212	10,224,167
<b>TOTAL ASSETS</b>	<b>13,780,413</b>	<b>12,760,934</b>
<b>RESERVES AND LIABILITIES</b>	<b>13,780,413</b>	<b>12,760,934</b>
Accumulated fund	4,020,527	793,733
Operating surplus	2,825,965	793,733
General reserve	1,194,562	-
<b>Current liabilities</b>	<b>9,759,886</b>	<b>11,967,201</b>
Trade and other payables	1,731,325	1,723,073
Deferred income - grants	7,154,474	9,400,227
Deferred income - consulting	3,995	-
Provision for leave pay	-	26,194
Grants refundable	870,092	817,707
<b>TOTAL RESERVES AND LIABILITIES</b>	<b>13,780,413</b>	<b>12,760,934</b>





# Board of Directors

Mr Denis **Kadima**



Dr Gloria **Somolekae**



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Kambeu Mukonda  
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- Nederlands Institute voor Zuidelijk Afrika (NIZA)
- Norwegian People's Aid (NPA)
- New Zealand Agency for International Development (NZAID)
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- Open Society Foundation for South Africa (OSFSA)
- Open Society Justice Initiative (OSJI)
- Open Society Initiative for Southern Africa (OSISA)
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