



The EC Today

For Regular, Free and Fair Elections

10th Anniversary Edition

December 2007



Celebrating 10 Years of
the Electoral Commission
Act 1997 (as amended)

1997 BY-ELECTIONS.

1998 LOCAL COUNCIL ELECTIONS
SPECIAL INTEREST GROUPS.

1999 BY-ELECTIONS.

2000 REFERENDUM ON CHANGE OF
POLITICAL SYSTEM IN UGANDA.

2001 GENERAL ELECTIONS
(PRESIDENTIAL &
PARLIAMENTARY).

2002 LOCAL COUNCIL ELECTIONS
SPECIAL INTEREST GROUPS.

2003 BY-ELECTIONS.

2004 BY-ELECTIONS.

2005 REFERENDUM ON CHANGE OF
POLITICAL SYSTEM IN UGANDA.
BY-ELECTIONS.

2006 GENERAL ELECTIONS
(PRESIDENTIAL,
PARLIAMENTARY AND
LOCAL COUNCILS)

2007 BY-ELECTIONS.



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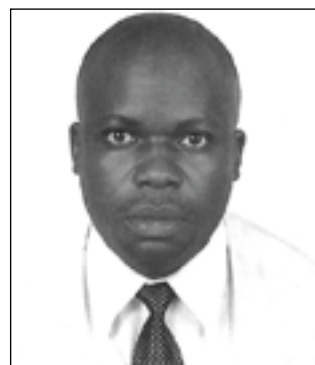
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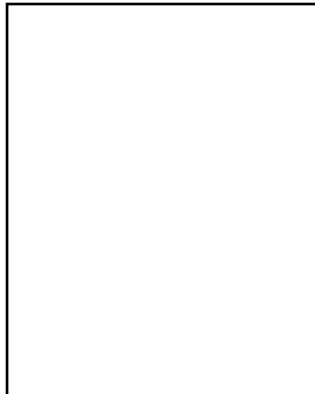
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From the Editor

CALL FOR ARTICLES

The Editorial Board would like to encourage all staff, students, and stakeholders in the electoral process to contribute articles to it's Tri-Annual Publication (The EC Bulletin).

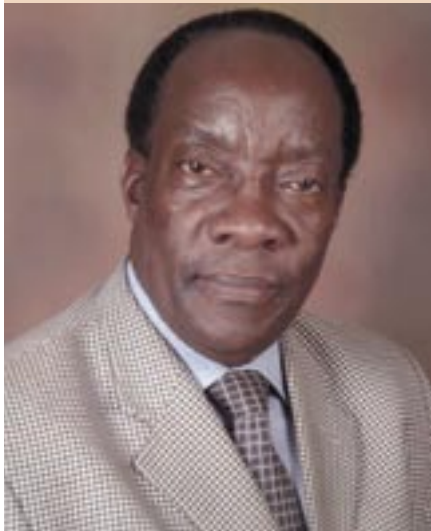
Articles may be written on any topic related to the electoral process, democratisation process, constitutionalism, and other areas of social/ human interest, and should be at least 1.000 words.

Contributors are encouraged (where it is possible) to accompany their articles with photographs, illustrations and other graphics to add value to the text.

The Mission of the Electoral Commission is to organise and conduct regular free and fair elections and referenda professionally, impartially and efficiently.

The vision of the EC is to be a model institution and center of excellency in election management.

Foreword



Our esteemed readers, it is a great pleasure for me to reach you once again through this magazine and extend to you hearty greetings from the Electoral Commission. I take this opportunity to reiterate our appreciation to you for the unwavering support to our institution.

The Electoral Commission Act, which established a permanent EC as a Constitutional entity, was enacted in May 1997. This edition of The EC Today is therefore unique as we mark a decade of existence.

Prior to this, there was a transitional Interim Electoral Commission (IEC), which organized the 1996 General Elections.

Since its establishment, the EC has organized numerous polls at different levels, the most recent being the 2006 general elections. These were also the first multi-party elections in over twenty years.

In a continuous bid to perfect the management of elections, the EC constantly reviews the successes and challenges of previous polls with a view to plugging any loopholes.

Accordingly, the EC has adopted a new Strategic Plan 2007–2011, under which various reforms will be undertaken to improve the administration of elections.

Overall, the Strategic Plan seeks to raise and efficiently allocate resources as well as increase and diversify consultative fora with stakeholders, like political parties, civil society, the media, voters, candidates, development partners and the police, to build consensus in the conduct of free and fair elections.

In this publication, therefore, we trace our roots, milestones, achievements and challenges and map a way forward as we strive to propel the EC to greater heights.

I hope you will find this publication informative, educative and insightful. I further encourage you to share with us your views about the issues herein, which will, where possible, be considered in the implementation of the EC plans.



Eng. Dr. Badru M. Kiggundu
Chairman, Electoral Commission

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Our history

A BRIEF HISTORY OF THE ELECTORAL COMMISSION IN UGANDA

Ogwang Cypriano, SEO/P&R

In the period following Uganda's independence attained in 1962, political, social and economic dynamics started to manifest themselves as citizens developed interest in the country's democracy. However, prior to independence, elections were not much valued. This was due to the fact that the Colonial Government was the one handling the affairs of the country.

Constitutional Conference:

The year 1958 marks a milestone in the history and the development of election management in Uganda. A Constitutional Conference was convened and structures formed to organize and conduct various elections leading to independence in 1962. The first Electoral Commission comprised eminent local elders and traditional leaders.

Under this Commission, several elections were conducted, the first one being the Limited African/Uganda Franchise and Representation to the Legislative Council (LEGICO) of 1958.

Following the recommendation in the Wild Committee Report, the Colonial Government organized direct elections in Uganda in 1961. Two (2) political parties, namely, the Democratic Party (DP) and the Uganda Peoples Congress (UPC) contested in the election, leading to the formation of the first ever internal self-government, headed by the Chief Minister, H.E. Benedict Kiwanuka (DP).

In 1962, the Colonial Government organized elections and DP got the majority in Parliament. However, UPC and Kabaka Yeka (KY) merged to become UPC-KY, became the majority and formed the government, headed by the first Prime Minister, Appollo Milton Obote.



Commission for 1964 Referendum on the Lost Counties:

One of the first issues faced by the new government, was to handle the contentious issue of the Lost Counties, by then under Buganda, but claimed by Bunyoro Kingdom.

This issues necessitated the holding of a referendum, and this was set for the year 1964. It became the first referendum to be held in the history of Uganda, and it culminated into the two counties, Buyaga and Bugangaizi voting to return to

Bunyoro kingdom.

Commission for General Elections 1980:

After the 1964 Referendum on the issue of the Lost Counties, Uganda went without any national election for 18 years (1964-1980). Following the overthrow of the Idi Amin regime in 1979, the new government organized indirect elections in December, 1980.

On 25th June 1980, the Chairman of the Military Commission, H.E Paulo Muwanga (RIP), established the Electoral Commission to organize and conduct general elections, which were eventually conducted on 10th - 11th December 1980.

The Commission for the 1980 General Elections comprised of K.M.S Kikira as Chairperson, and three other members, namely, Comm. Egweu S, Comm. Kera A. Bilali A, and Comm. M. Matovu. Mr. Vincent Sekkono was the Secretary to this Commission. *Continued on next page*



Some of the members of the Uganda Constitutional Commission (UCC) pose for a group photograph after meeting with H.E President Yoweri K. Museveni in this photo dated 1990. L-R, front row: Abu K. Mayanja (Minister of Justice & Constitutional Affairs), Mrs. Janet Museveni, H.E President Yoweri K. Museveni, Justice Benjamin Odoki (C/person, UCC), Sam Njuba (Dep. Min. of Justice & Constitutional Affairs), Moses Kintu, (2nd row) Comm. Col. Serwanga Lwanga, Comm. G.P Ufoyyuru, Comm. Jotham Tumwesigye, Comm. Prof. Fredrick Ssempebwa, Comm. Wankere Kisembo, Comm. Mary Maitum, Fr. John-Mary Waliggo (UCC Secretary), Comm. Prof. Dan Mudoola (Vice C/person), (3rd row) Comm. Miria Matembe, Comm. Aziz. K. Kasujja, Comm. Prof. Otim, Comm. Dr. K. Makubuya, Comm. Meddie Kaggwa, Comm. Prof. Phares M. Mutibwa, (4th row) Comm. A.O. Okot, Comm. C. Rwaheeru, Comm. Kale Kaihura, Mr. Amos Ngolobe (Legal Officer), Ms. Alexandra Nkonge (Legal Officer).

Our history

A History of Election Management in Uganda *Continued previous page*

The Uganda Constitutional Commission (UCC):

After 1980, there were no direct national elections for almost 14 years. On 21st December 1988, the National Resistance Council (NRC) enacted Statute No.5 of 1988, which established the Uganda Constitutional Commission to start the process of developing a new Constitution for Uganda.

The UCC was composed of:- Hon. Justice Benjamin J. Odoki (Chairperson), Prof. Dan M. Mudoola (Vice C/Person), Mr. Kidembo S. W, Hon. Medi Kaggwa, Hajji Aziz K. Kasujja, Mr. Kateera J., Lt. Col. Kale Kayihura, Dr. Khidu E. Makubuya, Mrs. Mary Maitum, Hon. Miria Matembe, Mr. Charles H. Obwangor, Prof. Phares Mukasa Mutibwa, Mr. Okot A.O, Prof. Otim A., Mr. Rwaheru C., Lt. Col. Sserwanga Lwanga, Prof. E. F. Ssempebwa, Jotham Tumwesigye, Mr. G.P Ufoyuru, Maj. Gen. Mugisha-Muntu, Eric T.S Adriko, and G. L Byekwaso. Rev. Dr. John Mary Waligo served as the Secretary to the Commission.

Commission for Constituent Assembly (CCA):



S.B. Akabway chaired the CCA & IEC.

The Commission for Constituency Assembly (CCA) was established by the Constituent Assembly (CA) Statute No. 6 of 1993, to organize and conduct Constituent Assembly elections.

The CCA (*see photo on page 18*) comprised of Mr. Steven B. Akabway (Chairperson), Vincent F. Musoke-Kibuka (Dep. Commissioner) and Gladys M.K. Nduru (Dep. Commissioner). This team organised and conducted the CA elections in March 1994.

The Interim Electoral Commission (IEC):

Following promulgation of the

Constitution in October 1995, an Interim Electoral Commission (IEC) was established by the Interim (Provisional) Electoral Commission Statute 3 of 1996 and Parliamentary (Interim Provisions Statute) No. 4 of 1996, for purposes of organizing and conducting the General Elections 1996.

The IEC comprised of Steven B. Akabway (Chairperson), Mrs. Flora Nkurukenda (Deputy Chairperson), and five other commissioners, namely; Comm. Charles Owor, Comm. Margaret Sekajja, Comm. Philip Idro, Comm. Syda Bumba, and Comm. Aziz K. Kasujja.

The IEC organized and conducted the first ever-direct Presidential and Parliamentary elections.

The Electoral Commission (EC) 1997-2002:

In May 1997, Parliament enacted the Electoral Commission Act (1997), which established a permanent Electoral Commission.

The Law provides that the President with the approval of Parliament appoints the Commission, who hold office on full time basis for a period

Continued on the next page



Members of the Electoral Commission after the taking Oath of Office 1997. L-R (front row); Charles Owiny, Robert Kitariko, Mary Maitum, Aziz K. Kasujja, Chief Justice Wako Wambuzi, Flora Nkurukenda, Hadijja N. Miir, Ted Wamusi and AG Secretary Gladys M. Nduru.

Our history

of seven years. Their appointment may be renewed for only one more term.

The first permanent Electoral Commission comprised of Hajji Aziz K. Kasujja (Chairperson), Flora Nkurukenda (Deputy Chairperson), and five other members, namely Comm. Ted Wamusi, Comm. Mary I.D.E. Maitum, Comm. Robert K. Kitariko, Comm. Nassanga H. Miro, and Comm. Charles D. Owiny.

In August 2000, Sr. Margaret Magoba was appointed to the Commission, to replace Comm. Maitum, who had been appointed as a judge of the High Court. Mr. Muwonge Andrew served as Secretary to this Commission.

It was during this time that a new staff structure was put in place, with the Secretary as Head of Management.

A History of Election Management in Uganda *Continued previous page*

Below the office of the Secretary were two directorates: the Directorate of Elections, and the Directorate of Finance & Administration.

The structure initially had seven departments as indicated below:

- ◆ Election Management
- ◆ Voter Registration
- ◆ Data Processing
- ◆ Administration
- ◆ Legal and Public Relations
- ◆ Finance
- ◆ Civic Education and Training (later re-named Voter Education Department).

In 2002, two more departments were established, namely

- ◆ Planning & Research
- ◆ Human Resource Management.

The Commission established district offices with permanent staff (District

Registrars) to handle continuous voter registration and other election-related activities at the district level.

Electoral Commission 2002-todate:

On 18th November 2002, His Excellency the President of Uganda Yoweri Kaguta Museveni appointed a new Commission, which comprised of Eng. Dr. Badru M. Kiggundu (Chairperson), Sr. Margaret Magoba (Deputy Chairperson) and five other members, namely: Comm. Tom W. Buruku, Comm. Stephen D. Ongaria, Comm. Dr. Jenny B. Okello, and Comm. Joseph N. Biribonwa. Mr. Sam Rwakoojo is the Secretary to the Commission.

The seventh member, Amb. Dr. Tomasi Sise Kiryapawo, was sworn in February 20th 2006.

The author is Senior Election Officer, Dept. of Planning and Research/EC

Perspectives

FROM RUGGED STORES TO EC PREMISES!

By Isaac Were, Election Officer/Public Relations

The Electoral Commission headquarters is located on Plot 53/56 Jinja Rd in Kampala. This location is at the periphery of Kampala's industrial area and the structures bear the resemblance of an industrial establishment with a number of multi-foot-long buildings.

They were originally an un-allocated stores belonging to Ministry of Works. By the time Electoral Commission came in, they were housing the former Government Central Purchasing Corporation (GCPC).

Occasionally, the EC environment is engulfed by clouds of dust and industrial waste from the neighboring factories. The occasional irritating hooting of trains from the nearby railway station, noise pollution from fabrication works and heavy traffic constantly remind us of our not-very-ideal surroundings. Being in a low area, the facility has had its



fair share of woes after heavy rains, namely, floods and sometimes sewage from burst pipes that flow into the premises. However, following the completion of expansion works on Nakivubo Channel, the problem of flooding and mosquitoes has reduced.

EC's predecessor, the Interim Electoral Commission (IEC), headed by Mr. Stephen B. Akabway, operated from the neat Ruth Towers,

opposite the UNDP headquarters. This was a very small place, with hardly enough room for ten offices. With about fifty staff members, the IEC shared Ruth Towers' limited office facilities with other busy organisations like World Food Program (WFP), Ernest & Young, and the International Organization for Migration (IOM).

Later, the IEC shifted to Plot 53/56, Jinja Road. A number of changes have taken place since then. Back then, the park yard was muddy and dusty on rainy and sunny days, respectively, while the immediate surroundings were shared with wild cats, dogs and several rodent species.

But today, the parking yard has been paved with bitumen (tarmac). The former open tractor, ox-plough sheds and tyre stores have been redesigned and refurbished to house offices for staff members.

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THE ROLE OF THE EC TOWARDS ACHIEVING GOOD GOVERNANCE IN UGANDA

Eng.Dr. Badru M.Kiggundu



Member of the Electoral Commission 2002 to date: L-R; Tom W. Buruku, Amb.Dr. Tomasi S. Kiryapawo, Dr. Jenny B. Okello, Joseph N. Biribonwa, Sr. Margaret Magoba (Deputy Chairperson), Eng.Dr. Badru M. Kiggundu (Chairperson), Steven Ongaria and Sam A. Rwakoojo (Secretary)

Introduction

The Electoral Commission is a statutory body established under article 60 of the Constitution of the Republic of Uganda, with the mandate of conducting regular free and fair elections and referenda.

In line with its mandate, the Commission performs various functions spelt out under Article 61 of the Constitution and they include:

- To organise, conduct and supervise elections and referenda in accordance with the Constitution.
- To demarcate constituencies in accordance with the provisions of the Constitution.
- To compile, maintain, revise and up-date the voters' register.
- To hear and determine election complaints arising before and during polling.
- To formulate and implement civic educational programs relating to elections.
- To ascertain, publish and declare in writing under its seal the results of elections and referenda.

Mission and Vision

In line with its mandate, the Commission is required to ensure that there are conditions necessary for the conduct of elections, devoid of intimidation of voters, election violence and other illegal practices that would undermine the conduct of free and fair elections.

As a guiding principle to promote efficiency, the Commission adopted a Mission to; *"Organise and conduct regular free and fair elections and referenda professionally, impartially and efficiently"*.

To focus on clear long-term plans geared towards continuous improvement, the Commission also developed a vision: *"to be a model institution and centre of excellence in election management"*.

To achieve our set goals, the Commission has just adopted a Strategic Plan 2007 – 2011 under which efforts will be stepped-up to build and strengthen linkages with stakeholders including government, development partners, the media,

Police, local and district leaders and Parliament (among others).

Under the Strategic Plan, a number of specific activities will be undertaken, in a continuous bid to improve the conduct of elections.

Achievements to date

The following are some of the Commission's achievements to date;

- Successfully conducting the 2006 multi-party elections, which were hailed by some observers as the best organised in the history of Uganda. The 2006 elections were also the first to be organised under a multi-party dispensation in Uganda since December 1980.
- Consistent sensitisation and interaction with local authorities, civil society, political parties, the media, to generate a consensus on creating a conducive electoral environment leading to a free and fair electoral process.
- Compilation of a Photo-bearing National Voters' Register of about 10.5 million voters minimising

voter impersonation and multiple voters using the 'Duplicate Analysis System'.

- Intensive supervision of the electoral environment. Where there is an election or by-election, the Commission deploys staff from the headquarters and district offices and on request accredits observers to monitor electoral processes for transparency.

- Thorough training of polling officials. This is geared towards minimising problems related with the polling process some of which have caused poll results to be disputed. Serialisation of Declaration of Results (DR) forms to guard against any possible fraud during the compilation of results.

- Working closely with Police to ensure security and compliance with the law. Incidences of deviance from electoral laws have been dealt with expeditiously.

- Continuous voter registration at the Commission's district offices, the Head Office, educational institutions, Government organs and industries.

- Successfully attended to voters and candidate's complaints during the 2006 general elections.

- Establishing Districts Complaints Committees in all regions for on-spot settlement of local complaints.

- Institutionalised the culture of a complaints' desk during each election event at either national level or district level.

Challenges

The following are just some of the challenges, namely;

Election violence. This remains a major challenge to the Commission, candidates, their agents, voters, security organs and other stakeholders.



It is the mandate of the EC to ensure Ugandans exercise their right to Vote.

Voter apathy that tends to afflict polls for lower elective offices, which are filled after general elections.

Inadequate funding and delay in payment of outstanding field arrears dating back to 2001. This has in some instances conditioned the Commission to scale down its activities, including the core ones like voter education.

Lack of decent premises to serve as a permanent home for the EC.

Delayed enactment of laws which in turn affects the EC's planning and implementation of programs. For instance, the Commission has to-date not conducted polls for administrative units councils and administrative units due to lack of enabling laws. This implies that the election cycle, which began in 2005, is not complete to date!

Lack of stringent legal framework to expressly handle electoral process offenders.

Lack of clear definition of the roles and responsibilities of the numerous stakeholders versus those of the EC in relation to delivering a free and fair electoral result.

The Way Forward

To cope with the above and other challenges, the EC has a comprehensive plan of continuously improving the management of

electoral processes. Through wide consultations and review of the successes and challenges of the 2006 general elections, the Commission evolved the Strategic Plan 2007 – 2011 under which further reforms will be implemented, including:

Educate and sensitise Ugandans of 6 years and above on elections and referenda for effective participation in the electoral process.

Optimum resource utilisation in the conduct of elections and referenda through a streamlined process. Develop an integrated management information system for efficiency and effectiveness.

Improve on the credibility of the voters register.

Build, equip and develop an efficient well-motivated work-force.

Improve the EC's operations through research and development in election administration.

Enhance public confidence in the EC as a credible institution by stepping up and diversifying consultative links with political parties and other stakeholders.

Conclusion

In spite of various challenges, the future of election administration in Uganda is on the right path. However, the Electoral Commission may not be able to realise much progress on its own. Therefore, like before, we invite the many stakeholders to join and support us in the bid to raise the conduct of elections to a higher level.

Finally, I remind the various stakeholders that the growth of democracy through regular elections has no terminal stage but remains evolving.

The author is the Chairman, Electoral Commission, Uganda.

HUMAN RIGHTS IN THE ELECTORAL PROCESSES IN UGANDA SINCE 1997: LESSONS, CHALLENGES AND THE WAY FORWARD

By Arthur Beingana, and Rose Mary Kemigisha (Uganda Human Rights Commission)

Human rights and elections

In a democracy, the authority of the government is derived solely from the consent of the governed. The principal mechanism of translating this consent into governmental authority is holding of free and fair elections. The right to democratic governance is both a means and an end in the struggle for human rights. Where, therefore, democratic rights are guaranteed, all other freedoms of conscience, i.e. opinion, belief and expression, as well as association and assembly and others are sustained.

The indivisibility and interrelatedness of human rights means that the exercise of the right to vote is closely connected to the exercise of other fundamental human rights, including civil and political rights as well as economic, social and cultural rights. These rights are recognised in the Uganda Constitution as well as international and regional human rights treaties which Uganda has signed and ratified.

The rights-based approach (RBA) to elections would be the most appropriate to make the processes more effective. The RBA recognises that every man, woman and child has a right to enjoy his /her human rights and that enjoyment of one right is linked to the enjoyment of other rights. It acknowledges that human rights are for everyone including people living in poverty and social isolation as well as for the rich and powerful and prohibits discrimination in the enjoyment of human rights on any ground such as ethnicity, colour, sex, language, religion, opinion, disability, social, political or other status.

It also requires participation of every person in decisions on matters affecting them as well as accountability by governments and



Voters lineup to update their status on the National Voter's Register in Kotido District.

their agents on the legal obligation to provide the necessary environment for enjoyment of human rights. The challenge is on maintaining a properly functioning system of the rule of law where people are able to demand accountability from the duty bearers in order to realise their rights. This is the ultimate safeguard of human rights.

In order for citizens to participate freely in elections, the authorities responsible have to ensure that all other rights that are pivotal to such participation are enjoyed by all without discrimination. Elections provide an opportunity for open public debate on many human rights issues of major importance in a country.

Owing to the high human rights stake in electoral processes, the Uganda Human Rights Commission, which has a constitutional mandate to promote and protect human rights, has actively participated in all the efforts aimed at ensuring peaceful, free and fair elections. We appreciate the partnership with the Electoral Commission to this end.

Elections in Uganda

The environment obtaining during election periods since 1997, including the campaigns can be generally described as both peaceful and volatile; Police has recorded several electoral offences committed during elections, many of which constituted human rights abuses.

However, despite all these incidents, the country has been holding regular and successful elections. The EC has done a lot to effectively manage electoral processes, amidst numerous challenges, generally giving confidence to the public in the electoral process. Significant improvement has been observed with every subsequent election, which is an indication that lessons have been learnt along the way.

Civic and voter education

Elections are about choice. The successful holding of free and fair elections requires that the voting population be well informed in order to make informed choices. The major factor in ensuring that the voters are informed is continuous civic education followed by voter education towards the elections.

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THE EVOLVING ROLE OF THE ELECTORAL COMMISSION

Patrick Byakagaba, Principal Election Officer/Political Parties' Desk

The Constitution of the Republic of Uganda, 1995 (as amended) provides under Article 69 (1) that:- the people of Uganda shall have the right to choose and adopt a political system of their choice through free and fair elections or Referenda.

It further provides under Article 74 how a political system may be changed.

Based on the above, Parliament on 4th May 2005 passed a Resolution to conduct a Referendum on change of the political system. This culminated in the holding of a Referendum on 28th July 2005 which ushered in the Multi Party system of governance, hence opening the political space.

Ugandans have in the previous two years witnessed a rush for registration of political parties in line with the Political Parties and Organisations Act (PPOA) of 2002.

This included the old parties like DP, UPC, CP and UPM which were required to register afresh. The Reservation



Register alone recorded over 100 entries between January 2003 and May 2005 and, out of these, 31 Political Parties managed to secure registration at the time of general election (2006).

The PPOA of 2002 was repealed and a new one enacted on 21st November 2005 to make provision for regulating the financing and functioning of Political Parties and Organisations, their formation, registration, membership and organization.

This same law transferred the function of registering Political Parties to the Electoral Commission (EC). The EC accordingly established a Political Parties Desk and charged it with the registration and monitoring of Political Parties and Organisations (see highlight on page 25).

To date there are 35 registered Political Parties and Organisations in Uganda as shown in the Table below:

	NAME	REG. DATE
1.	National Resistance Movement [NRM]	30.10.2003
2.	National Peasants' Party [NPP]	20.04.2004
3.	People's Progressive Party [PPP]	07.04.2004
4.	People's Independent Party [PIP]	07.04.2004
5.	Forum for Integrity in Leadership [FIL]	13.04.2004
6.	Republican Women and Youth Party [RWYP]	20.04.2004
7.	Movement for Democratic Change [MDC]	28.07.2004
8.	Action Party [AP]	15.12.2004
9.	Uganda Economic Party [UEP]	15.12.2004
10.	Forum for Democratic Change [FDC]	16.12.2004
11.	Conservative Party [CP]	22.03.2005
12.	National Unity, Reconciliation and Development [NURP]	28.12.2004
13.	National People's Organization [NAPO]	28.12.2004
14.	National Convention for Democracy [NCD]	28.12.2004
15.	Farmers' Party of Uganda [FPU]	28.12.2004
16.	Liberal Democratic Transparency [LDT]	15.02.2005
17.	Uganda People's Congress [UPC]	22.03.2005
18.	Justice Forum [JEEMA]	22.03.2005
19.	Uganda Mandate Party [UMP]	22.03.2005
20.	Reform Party [RP]	22.03.2005
21.	Uganda People's Party [UPP]	22.03.2005
22.	Movement Volunteer Mobilization's Organization [MVMO]	22.03.2005
23.	Social Democrats of Uganda [SDU]	01.04.2005
24.	Progressive Alliance Party [PAP]	13.04.2005
25.	Uganda Patriotic Movement [UPM]	18.04.2005
26.	Democratic Party [DP]	13.07.2005
27.	Popular People's Democracy [PPD]	19.07.2005
28.	People's United Movement [PUM]	07.10.2005
29.	Bridge Party [BP]	13.10.2005
30.	New Order Democracy [NOD]	13.10.2005
31.	National Redemption Party [NRP]	14.12.2005
32.	Society for Peace and Development [SDP]	06.02.2006
33.	National Youth Revolutionary Organisation [NYRO]	28.07.2006
34.	People's Development Party (PDP)	10.09.2007
35.	Congress Service Volunteers Organisation (COSEVO)	10.09.2007

MANAGING ELECTIONS IN THE TOUGH TERRAIN OF KAABONG

Mudong Simon Peter

Kaabong District is located in the extreme north-east part of Uganda. The district is bordered by the Sudan in the North, overlooks the Turkana land in Kenya in the east, with Moroto and Kotido in the South and Kitgum in the West.

Kaabong is the home of the Dodoth Karimojong people, and has a beautiful landscape, dotted here and there with mountains, impassable valleys, thick forests, rivers and swamps. This means in most parts of the district, the means of transport is on foot.

Sadly, one of the most beautiful districts in Uganda is also characterized by persistent insecurity. Cattle raids are very common in this region, and the roads are insecure most times of the year.

The Ugandan government launched a programme to disarm the people, an exercise that is not yet complete. Armed groups are a constant danger to travelers on Kaabong roads. It is now common to travel on a vehicle with passengers sitting back to back, escorted by security personnel. These security men and women play a very important part in the delivery of electoral services.

I recall my journey to Logoro Sub County in the north, the land of the Jie (literally 'fighters'). I passed through Karenga Sub county which borders Kitgum District. I could not access most areas by road. We moved through small tracks on foot, climbing up and down the mountains and valleys across dark thick forests.

We made our way on dry ground, and then had to wade through streams, as well as dangerous waters from rivers with broken banks. The fast gushing waters have often claimed lives, both human and livestock. Most of these rivers have neither bridges nor culverts.



This is a vast district, and the distances between each of the eight sub counties are great, and very far from the Town Council. The nearest sub county to Kaabong is 13kms while the farthest is 85kms. These distances are over uneven terrain.

During elections, each sub county has to be covered by a 4X4 vehicle. Due to unpredictable weather and insecurity, we always organize for standby vehicles in case of emergency.

When Kaabong was carved out of Kotido District to become an independent district, it started off with only three (3) vehicles and five (5) motorcycles, catering for all departments, including the Electoral Commission.

Mobilizing the masses to participate in electoral activities is a very difficult task in this area. The purpose of voter education is to ensure high turn up and meaningful participation in the electoral activities, eventually resulting into getting the right leadership. Voter education nurtures in the electorate democratic values and promotes participatory democracy. Acts of violence, hooliganism and vote rigging can be greatly reduced and eventually eliminated

through planned and well-executed voter education programmes.

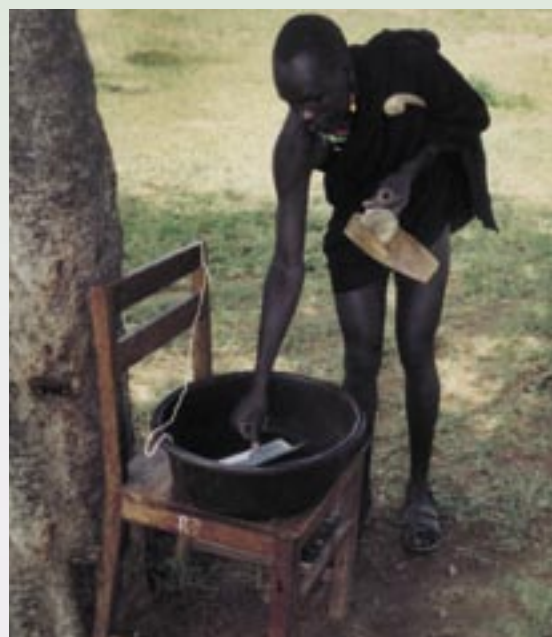
But in Kaabong, we have often come across indifferent masses, and attempts to get them interested in voter education have not been rewarded well. Sometimes, one can attribute the indifference to the realities on the ground: when the people have problems like hunger, disease, and insecurity, election-related programmes may seem unimportant.

This may explain why on several occasions, we have not had a good turn up of persons to work as election officials, stand as candidates, or even participate as voters. One such incident occurred during a continuous voter registration drive.

An enthusiastic crowd gathered around my team, but as soon as they realised it was about elections, they started dispersing one by one, until we were left alone.

Our patience was tested every morning for a week, as we watched the men leaving their manyattas each

continued on page 13



Ballot power: A voter casts his vote at a polling station in Kaabong. Mobilising pastoralist communities for electoral activities is no easy task.

Have your say...

WORKING WITH THE PASTORALIST COMMUNITIES OF NAKASONGOLA

By Sylvia Kyohairwe Tegyeza,

Nakasongola District, which comprises of one county (Buruli), was carved out of the vast Luwero district in 1997. The District covers an area of 3,509.9 sq and borders Apac, Amolatar, Masindi, Luwero, Nakaseke and Kayunga districts.

According to the Uganda District Information Handbook, 2005-2006, the district has a population of 125,297 composed of 62,312 female and 62,985 male. The main languages spoken in this area are Luruli and Luganda. Economic activities are crop growing, cattle keeping and bee keeping. Nakasongola district comprises of nine sub counties, and has forty-five parishes and 148 polling stations (September 2007).

Like other field offices, the EC Office in Nakasongola is meant to extend services closer to the public, like capturing bio-data of Ugandans of 18 years and above for purposes of registration.

In the process of carrying out these duties, several challenges have been encountered. Many of these



challenges cut across several districts in Uganda but there are two that may be unique to Nakasongola.

Due to the flat terrain and moderate climate in this area, human settlement tends to be scattered. This makes it difficult to track households and take electoral services close to them.

The pastoral way of life of some locals requires them to move a lot while grazing cattle. As a result, voters either turn up late on polling days or fail to turn up because of the long distances they have to walk which are often 15 km or more.

This also makes them reluctant to turn up for voter education exercises.

Another challenge posed by the nomadic lifestyle of the pastoralists has been tracking the bona-fide inhabitants of Nakasongola for purposes of maintaining an updated and clean Voters' Register. They move to and from areas outside the district, often without informing the authorities.

Registering people in this area calls for patience, perseverance and innovativeness. With the limited resources, the district office has been following up people in scattered homesteads and tracking the nomads to sensitise and register them.

There is also need to liaise with the authorities to authenticate the origins of the pastoralists for purposes of registering or transferring these registered to new polling stations.

The writer is Assistant District Registrar, Nakasongola District

Managing Elections in Kaabong *From page 12*

morning to attend to the much more important matters, namely, farming and looking after the cattle. So, voter apathy in Kaabong is a result of people's thinking that electoral activities are a waste of time and energy, a routine with no direct tangible benefits.

Government is trying to secure the area through the on-going disarmament programme, and this process should be supported by all Ugandans, so that our brothers and sisters in this area may access social services, enjoy peace and prosperity.

This area is a national treasure as it

is home to unique flora and fauna-the amazing Kidepo National Game Park.

I congratulate the Electoral Commission for making every effort to deliver electoral services to all the people of Uganda, including those in hard-to-reach places.

To officers serving in equally difficult areas, let us not give up our work of nurturing a culture of participatory democracy and good governance in Uganda.

The Author is the District Registrar, Kaabong District

Appreciation



Our former Editor-in-Chief and Assistant PRO Mr. Mosese W. Watasa left the EC to serve the country in another capacity. On behalf of the EC family, we wish him the best in his new responsibilities.



OH THOU POOR ELECTION OFFICER

By Rashid Musinguzi, RO/DR Kibaale District

Oh thou poor Election Officer,
 Thy Constitutional mandate is clear,
 I mean that of the EC;
 The mandate to conduct regular, free and
 fair elections
 For credible political institutions in thy
 motherland;
 But come to think of it brethren;
 Credible political systems are a mere
 dream
 In the absence of a credible electoral
 system
 Whose cardinal client is the voter;
 Yet there's no voter minus voter
 registration;
 What a challenge to ensure a credible
 voters' register!
 Think about citizenship verification
 In the absence of a national citizenship
 card!
 Think about age verification
 For a client claiming to have attained 18
 yesterday!
 The general absence of birth certificates
 Does nothing to simplify the electoral
 dilemma;
 Oh thou poor Election Officer,
 Challenging is thy mandate!

Oh thou poor Election Officer,
 Thy delivery of the Display Register is
 made;
 Thy publicity drums are sounded to all
 clients
 To check at their polling stations in 21
 days;
 But thy lazy clients prefer to check
 tomorrow
 Until the display exercise paces to expiry;
 Come polling day,
 Complaints are heaped on poor thee;
 Oh! My missing particulars!
 Talk of the misspelt names,
 What of the missing images?
 Let alone cases of mismatches;
 For these and subsequent complaints,
 A Complaints Desk is promptly established
 But poor thee only earns a vibrant
 negative reward!
 Oh thou poor Election Officer,
 Challenging be thy mandate!

Oh thou poor Election Officer,
 Thy announcement of nomination dates is

heard;
 Aspiring candidates scramble for
 nomination forms;
 Then come the long awaited nominations,
 Thy clients appear as if emerging from an
 ambush;
 As if the news has just been broken to
 them;
 Improper filling of forms is immediately
 detected;
 Sometimes it's the magistrate
 Whose signature and stamp are
 conspicuously absent;
 Ask for the nomination fee,
 And it's nowhere near the nomination
 centre;
 Despite the publicity of dates and times
 Some clients arrive as and when they wish,
 Only to be told to wait until after 4 or 5
 years!
 Then the poor Election Officer at the
 nominations desk
 Returns home with a bumper harvest of
 blame
 Because a negligent client failed the first
 elections test;
 Oh thou poor Election Officer,
 Challenging is thy mandate!

Oh thou poor Election Officer,
 Come the campaign period,
 Thy publicity reaches all stakeholders;
 Thy citations of the law ring like a bell;
 Thy cries for peaceful campaigns fill all
 FM Stations,
 But thy efforts crash on rock-hard ears!
 Thy guidelines forbid fundraising functions,
 But thy clients attend to show-case their
 "generosity;"
 Thy guidelines forbid improper use of
 campaign language,
 But thy clients hurl venomous insults at
 opponents
 All in the hope of harvesting more votes;
 Campaign time limits are set,
 But thy clients defiantly hold night rallies;
 Oh thou poor Election Officer,
 Challenging is thy mandate!

Oh thou poor Election Officer,
 Come polls day,
 Thy sweat glands secrete generously
 As you strive to forestall vote cheating
 Only to earn yourself the name "Electoral
 Cheat;"

Thy candidates and their supporters are
 determined
 To ascend the political ladder at any cost;
 Morals are cast into a bottomless pit;
 Bribery is a magnetic vote-attraction
 device
 While intimidation is a repellant for serious
 opponents;
 Multiple voting is adored for its voter-
 multiplier effect
 While voting in another person's name
 "solves voter absenteeism";
 Thy guidelines forbid helping more than
 one disabled voter
 But for thy clients it yields cumulative
 electoral dividends;
 Thy clients peddle all forms of electoral
 malpractices
 To supplement the "short and hectic"
 campaign period;
 Thy intervention is therefore tagged
 "interference"
 While thy impartiality pinches all electoral
 cheats;
 Thy results announcement is immediately
 denounced
 And thy winners bull-roast while thy losers
 court-petition;
 Oh thou poor Election Officer,
 Challenging is thy mandate!

Oh thou poor Election Officer,
 Challenging though thy mandate be;
 Thy sleeves need be up always;
 Sound knowledge of electoral legislation
 Must always be packed in thy electoral
 tool kit;
 Unwavering impartiality
 Must always be packaged in thy words
 and deeds;
 Undoubted ethical conduct
 Must be thy cardinal principle;
 Prompt delivery of electoral services
 Must be part of thy work menu;
 Minimum or no supervision at work
 Must be entrenched in thy work culture;
 Working to meet pinchingly tight deadlines
 Is ever a must whenever necessity dictates;
 An evaluation of yesterday's activity
 Is a vital parameter to enhance a better
 tomorrow;
 This way, you and I form the bricks
 That erect and anchor an impeccable EC;
 Oh thou poor Election Officer,
 Challenging is thy mandate!

INTERNATIONAL / LOCAL RELATIONS



We are on the right path: EC Chairperson, Eng. Dr. Badru Kiggundu shares challenges of the election management body to members of Korean Judiciary during a visit organised by the Korean International Co-operation Agency (KOICA). The Korean partners have expressed interest in assisting the EC establish an Election Management Training Institute in Uganda.

Rewarding partnerships:

Members of the Commission pose for a group photograph with Members of Parliament from the Karamoja Region. Similar consultations and involvement of local leaders has helped ease mobilisation of the electorate for electoral activities.



We've given our best: Mrs. Gladys M.K Nduru reads a speech on behalf of EC staff who retired from public service in June 2007. L-R: Mr. Edward Nsubuga, Mrs. Alice Kego, Mrs. Nduru, Mr. Isidore Kadoma, Mr. Patrick Watongola, and Mr. Abednego Sserunyigo. Ms. Lillian Tibingana (not in picture) also retired at the same time. We appreciate your service to the nation and wish you happy retirement.

INNOVATIONS



Cost-effective: The establishment of an in-house printery has eased the production of high quality generic election materials.



State-of-the-art: Mr. Turyagyenda Eliasaph operates one of the new mapping equipment in the EC Cartography Section.



Useful: An official sorts Voters cards in preparatin for Issueing. The photo bearing voter card has greatly reduced the problem of identificatpion at polling stations. Holders also use the card for general Identification purposes eg. banks.

Future Leaders: pupils of Kabojja Junior School peruse through Voter education material during a study visit to the EC. Awareness on Importance of elections among young people will go a long way in creating a responsible electorate in the future.



SOCIAL RESPONSIBILITY



Caring: EC Staff respond to the call to donate blood and help save lives. Our staff support varius humanitarian programmes by way of membership in the respective organisations/associations.



Good Samaritans: On 28th June 2006, the EC opened it's doors to a one Ms. Maria Nansubuga, who delivered a healthy baby girl in a make-shift labour ward in the (then) Voter Registration Department.

In June 2007, Mrs. Gladys M. Kabahuma Nduru, the long-serving Director, Elections at the Electoral Commission retired from public service. Mrs. Nduru graduated in 1971 with a BA in Political Science and Public Administration from Makerere University, Kampala, and in the course of her service, has undertaken several administration and management courses at various institutes in Uganda and abroad. Mrs. Nduru is a member of the African Association for Public Administration and Management (AAPAM).

Mrs. Nduru held various positions in the Ministry of Public Service & Cabinet Affairs, Ministry of Education, Ministry of Relief & Social Rehabilitation, Ministry of Women in Development, Culture & Youth before joining the Commission for the Constituent Assembly as Deputy Commissioner in 1995.

From 1996-1997, she was Ag. Secretary to the Interim Electoral Commission (1996-1997) and the permanent Electoral Commission; in 1999, she was appointed Director, Elections.

In an interview with *The EC Today*, she gives an insight into her career and traces the evolution of the EC over the years.

First involvement in election management...

I was first involved in election management in 1993 when I was appointed Deputy Commissioner, Finance & Administration for the Commission for the Constituent Assembly (CCA).

I participated in organizing elections for Constituent Assembly Delegates (CAD's) 1994, with responsibility of appointing Returning Officers, registration officials and election officers. The elections were held in March 1994. I was overall in charge of districts in the western region,



Involvement in election activities at international level...

1994: Participant in the African Election Administrators' Colloquium at Victoria Falls, Zimbabwe organized by African American Institute and National Democratic Institute for International Affairs.

1996: Participated in the founding conference of the Association of African Election Authorities, Kampala Uganda.

1998: International Observer to the Local Council Elections in Ghana.

October -December 1998: Served as an international resource person and advisor with the International Foundation for Election Systems (IFES) with the Independent Electoral Commission of South Africa in their voter registration process.

February-June 1999: Was involved in consultancy services with the International Foundation for Election Systems (IFES) as an international resource person and advisor to the Independent Electoral Commission of South Africa in their national and provincial elections.

2004: Member of African Union Observer Mission to Algerian Presidential Elections

overseeing election activities and chairing stakeholders meetings.

Major achievements of the EC in the last 10 years...

The implementation of the PVRIS (Photographic Voter Registration and Identification System) Project is a major achievement. As a result,

the photo-bearing National Voters' Register and Voters' Cards have been put in place to minimize impersonation. A duplicate analysis system to detect multiple-registration has also been set up. The Commission has also successfully compiled a National Voters' Register with 10,450,788 voters (February 2006 figures).

The involvement of stakeholders mainly political parties, civil society and the media, have enhanced transparency and integrity in the electoral process.

I consider the successful conducting of these elections a great achievement for EC, namely, The Referendum 29th June 2000 on Political Systems in Uganda; the 2001-2002 General Elections which were held under the Movement System of Governance; the Referendum July 2005 on political system, and the 2006 General Elections which were held under the multi-party system of governance. (*General elections include Presidential, Parliamentary, and Local Government Council elections.*)

Major challenges faced by the EC...

The late enactment of enabling electoral laws affects timely implementation of election programmes. It leads to hurried implementation of procurement, publicity, voter education, display and processing of the voters' register, nomination of candidates and inadequate campaign period.

In the same way, the inadequate and late funding of election activities results into late implementation of election programmes.

Election violence orchestrated by politicians, candidates/party agents and supporters and the commercialization of elections are serious challenges to the EC.

What I would like the EC to be in the next ten (10) years...

I would like the EC to be a model institution in election management. In line with this, I would like to see the Commission acquire well-built suitable modern offices.

I would also like adequate and timely funding of programmed election activities to enable the EC undertake continuous voter education, and continuous voter registration at sub-county and parish levels. For example, this would enable the establishment of a cadre of election officials down to sub-county, directly responsible and answerable to EC.

It would also be good to start a 'phased funding' of election activities by way of 'a project' rather than releasing funds in election year. This will enable the EC to undertake continuous voter registration and civic/voter education and timely procurement of election materials

I would like to see the EC set up regional offices and decentralize some election activities.

Finally, I would like to see enhanced public confidence in the EC as a credible institution.

Lowest moment as an election administrator...

The last minute packing of ballot papers for the 2002 Local Council Elections, specifically the Sub-county/Town/Municipal Division Local Government Councils. There was a late amendment of the enabling law, which resulted into late procurement of the election materials. These ballots were received late from the printers and because of the hurry, there was a mix-up in their packing. This resulted in spending a lot of time to sort the 3-in-1 ballot papers (day and night for two days), for Chairperson, Directly-elected Councillors and Women (1/3) Councillors.

Remember the EC was holding this kind of election for the very first

time. As a result of the delay in the packing and dispatch of the polling kit, some elections were postponed.

Shortly thereafter, the dismissal of the Chairperson and five other members of the EC for alleged inefficiency and abuse of office plunged the EC into a state of heightened anxiety.

In 2003, I went through a very depressing moment, following the delay in production of the Voters' Registers and packing of polling kit for Parish Local Council Elections, which were held on 11th June 2003. It was a very challenging time, but we had teamwork, and we concluded the elections.

Highest moments as an election administrator...

The Constituent Assembly elections in 1994; we were a small team of one Commissioner, two Deputy Commissioners and a few committed and highly motivated staff.

The promulgation of the 1995 Constitution, which ushered in the Interim EC and eventually (through an act of Parliament) the current EC, was a very exciting moment to me.

And in 1999, I became the first woman to be appointed Director, Elections in Africa.

Equally exciting was the successful conduct of the 2006 general elections under a multi-party political dispensation.

It was the first of its kind in a period of 20 years, and was also a 3-in-1 election (voting for President, Directly-elected Member of Parliament and the District Woman Representative to Parliament).

Advice for young career ladies...

As a senior administrator/manager, parent, mother and wife, I have endeavoured to play all these roles to my best. Balancing these roles can be a big challenge. It necessitates serious planning, networking and strategizing for ones career from the beginning. I had to do the right things at the right time.

As an administrator, I recommend planning and strategizing for one's career progression. Do not allow difficult people to pull you down and always be two steps ahead.

As a mother, I put my family first. They have been very understanding, patient and supportive throughout my career, which involved a lot of travelling within and outside Uganda and working late and during odd hours e.g. week-ends and holidays.

I have had the trust, support and co-operation of my husband, for which I am very appreciative. I advise all staff to be of high moral character, integrity, diligent, non-partisan, knowledgeable, transparent and accountable. And they ought to always carry-out duties with a smile!



*Members of the Commission Constituent Assembly (CCA):
L-R V.Kibuuka Musoke, Gladys M.K.Nduru and Stephen B.Akabway*

CAN THE EC BE IMPARTIAL UNDER MULTI-PARTYSM?

By David L. Gusongoirye, Election Officer/Field Operations

Consider politicians to be masters when it comes to playing the blame-game. When they lose elections, the Electoral Commission is to blame for their failure, but when the poll results turn out in their favor, they heap praises onto their 'competent' campaign teams. In other words, it is only free and fair when a particular individual/party wins. This attitude does not help the advancement of democracy in Uganda.

The EC's mandate is to organize, supervise and conduct regular free and fair elections. A recent debate has been on whether the EC can be impartial under a multi-party system. This debate has been around since the beginning of the transition from inclusive Movement system to Multi-partyism. For close to 20 years Uganda was governed under a no-party (movement) political system, and the structures, activities and functions of government were all organized to fit into this system.

The opening of the political space was welcomed by the public, but some still have reservations on certain issues, for example: what would happen to government institutions like the EC created under the broad based movement form of governance?

In fact some people have suggested that the EC should be disbanded and replaced with one whose membership is drawn from the different political parties. It is important to note that as of September 2007, there are 35 registered political parties in Uganda.

Let us consider the implications of this proposal: would this mean a Commission comprising 35 Commissioners as a minimum? If not this number, how would the (current 35) political parties arrive at who should be appointed to the Commission? Would this not turn

the Commission Board room into a Parliament-of-sorts with arguments on political lines, instead of fulfilling constitutional provisions? Is this manageable?

Well, the proponents of this school of thought claim that the EC, which is (by Law) appointed by the (sitting) president, cannot be impartial. They quote a traditional proverb which says 'one cannot bite the hand that feeds him/her'.

I would like to state that the Constitutional safeguards are clear: Article 54 of the 1995 Constitution of the Republic of Uganda, states that, "subject to this Constitution, the Electoral Commission shall be independent and shall not, in the performance of its duties, be subject to the direction or control of any person or authority".

Further to the above, Article 60, Clause 2, states that: "members of the Electoral Commission shall be persons of high moral character, proven integrity and who possess considerable experience and demonstrated competence in the conduct of public affairs".

The EC was created by the 1995 Constitution, and was permanently established by the Electoral Act 1997 (as amended). It is not true that it was created by a particular government or political system.

The Constitution is supreme, and all governments, present and future, will have to subscribe to and implement its provisions. One of them will be for the sitting president to nominate and recommend to Parliament for approval such persons s/he considers suitable to serve on the Electoral Commission. This is a standard constitutional practice in most Commonwealth countries.

The above debate has distracted the

voters from the real issues facing our electoral democracy. I think the issue should be on how the electoral process can be improved. We know the delivery of a free and fair election is a big challenge, which requires the input of many stakeholders, of whom the voters are critical.

We all play a significant role in building democracy. For instance, if the political leaders fail to deliver on their promises, voters become apathetic to the whole electoral process. In most cases, even a vigorous amount of voter education by the EC cannot sway the perception of such voters. This partly explains the low turn up for certain elections.

Voters should also know that when they stay at home on the day of voting, they should not expect their candidate to win.

The monetization of elections is a big challenge to EC, and (the EC) has been unfairly criticised for allowing it to get out of control. But bribing voters is a two-way activity, where there is a willing giver (the candidate or agent) and a willing recipient (the voter).

Although the EC has laboured to remind voters to appreciate the power entrusted to them by Article 1 of the Constitution, this practice persists. You cannot exchange your vote for a bar of soap and then turn around and blame the EC.

However, the EC has always welcomed constructive criticism, as it relentlessly pursues its dream of being a model institution and center of excellence in election management in the region.

The Author is the Assistant District Registrar- Mayuge District

Event History

This annual event was originally organized in 1952 as “National Secretaries Week” by the National Secretaries Association (now known as the International Association of Administrative Professionals) in conjunction with a prominent Public Relations executive Harry Klemfuss and a consortium of office product manufacturers in the United States of America (USA).

Klemfuss (of Young and Rubicam) recognized the importance and value of the position of secretary to a company/business. His goal was to encourage more people to consider careers in the secretarial/administrative support field. Using his skill and experience in public relations, Klemfuss promoted the values and importance of the job of administrative assistants. In doing so, he also created the holiday in recognition of the importance of administrative assistants.

In the year 2000, IAAP announced a name change for Professional Secretaries Week and Professional Secretaries Day. The names were changed to Administrative Professionals Week and Administrative Professionals Day to keep pace with changing job titles and expanding responsibilities of today’s administrative workforce.

Over the years, Administrative Professionals Week has become one of the largest workplace observances.

Objectives

The Administrative Professionals Day (APW) was created to recognize the work of secretaries, administrative assistants, executive assistants, office managers, receptionists, and other administrative support professionals.

APW was created to;

- recognize “the secretary, upon



whose skills, loyalty, and efficiency the functions of business and government offices depend,”

- call attention “through favorable publicity, to the tremendous potential of the secretarial career.”
- educate the public on the role of administrative professionals in business;
- promote a positive professional image of administrative professionals;
- encourage young people to consider taking administrative careers;
- enhance further learning, certification and professional development.

The celebration reminds administrative professionals of their responsibilities and contributions as role models at their work place.

However, the event also gives the supervisors opportunity to the administrative professionals support service so as to enable them succeed in their roles.

APW 23rd – 28th April 2007

The Administrative Professionals Week is always held annually, during the last full week in April. This year, the event took place on Saturday 28th April, 2007, at Hotel Africana, Kampala under the theme ‘Shaping the future’.

This year’s APW theme highlighted

several challenges of how administrative professionals can help shape their own future in an unpredictable business world. Administrative professionals must transform themselves into knowledgeable workers, equipped with the necessary skills to be key contributors to their business organisations in a dynamic environment.

The theme also addressed the question of how administrative professionals can shape the future of their individual careers. The following were identified as key components to help professionals shape the future: make improvements in quantity of service, improve public/organisational image, and stay on course so as to remain competitive.

Other issues discussed included integrity at the workplace and the importance of networking.

Integrity:

It is through integrity that we strive to create long term relationship with all those we work with; this means that we struggle to do what is morally right for our colleagues, our organization and for our country.

Professionally, we need to treat everyone with respect and always attempt to understand our customers and stakeholder expectations and be ready to deliver to the best of our ability to meet those expectations.

Networking

APs need to build professional networks and become actively involved in professional associations. This helps professionals to access valuable resources, and acquire information, experience, knowledge, connections, new skills and enhance the professional outlook.

Let us always try to be ambassadors of our profession as many still hold

Continued on page 25

Health

MANAGING STRESS AT THE WORKPLACE

By Gaudy Kiconco Election Officer /Field Operations

In a recent conversation with a friend, I inquired how her work was; she remarked, “ Work is not only hectic but rather stressful...”

This response made me write the article you are reading now. This also goes for a good number of us who spend enormous amounts of time and energy engaged in work.

Working between five to seven days a week, spending more than eight hours of un- interrupted effort each day is very common. Some people have found their work to be very pleasing yet others have experienced moments of frustration and stress as a result of being employed.

Bureaucratic tendencies, rigid and unrealistic deadlines, un-cooperative and demanding bosses, endless meetings, negative criticism, uncertainty and in some cases deceit are examples of problems that make work nerve-racking, which in most cases trigger off stress. Most of EC staff have to deal with some or all of these complex and unpleasant issues that are associated with working.

Feelings of stress and frustration affect each one of us, from the highest level to the lowest; each job has its own set of specific troubles and nightmares that pose challenges to us.

Stress triggers can be made worse by working with selfish co-workers,



poor working conditions and family/ domestic trials. No matter how bad the situation gets, there is need to be in control less we risk an emotional break down of some kind that will definitely affect our productivity at work as well as social well-being.

Here are ways in which stress factors can be controlled at individual level:

Respect your lunch hour, have a balanced meal and drink enough water.

In the event of a challenging assignment, try to consult with colleagues and superiors. This might help reduce the amount of time spent on a task.

Get a confidant at work with whom you can share not only work related

problems, but also personal matters. Always have a positive attitude to situations no matter how hard things may seem.

Get to know your stress factors, you could actually minimize their occurrence or find ways of dealing with them.

Appreciate each others’ efforts and develop a culture where mistakes are viewed as learning opportunities rather than grounds for criticism.

Time management is crucial, work within the stipulated office hours and avoid taking work home.

Sitting throughout at your desk may not be good for your health, take a five minutes walk outside and come back to work. This is actually an energizer.

Find time to rest or have a nap, this will help you to relax. Socialize in social events.

Finally, pray or at least have some faith in something. (Meditate or do yoga) Through prayer, we can get in touch with our inner selves as we express our feelings and anxieties to the one we trust “God.” This process leaves us with less to worry about as all our burdens are lifted up to Him.

The author is Assistant District Registrar, Kyenjojo District

Water Works Wonders!

Sylvia Kyohairwe Tegyeza/Election Officer/Field Operations Department

“Water is life”, so goes a popular phrase. If you think this is an empty slogan, you may have to reconsider!

Drinking 2- 3 cups of plain hot water first thing in the morning before breakfast is healthy as it cleanses your digestive system.

This amount of water is also recommended after a heavy meal

especially dinner. This would help burn the excessive fats in your body.

Losing weight is inevitable once you are committed to this water therapy.

Numerous diseases e.g. ulcers, constipation, colds among others would be controlled with this therapy.

A smooth, clear and healthy skin is a MUST.

So drink up that water today. And with glee, it should take you the extra mile!

But remember to always boil your drinking water.

The author is Assistant District Registrar, Nakasongola District.



WORKING TOWARDS ACHIEVING OUR MISSION AND VISION

Asiimwe Deborah EO/Field Operations

Our vision

A vision is a succinct statement of the overall outcome that we want to contribute to. It describes how the leadership visualizes the organization as it will be in the future. A vision stimulates thinking and communicates passion; it inspires others, igniting their enthusiasm and providing energy and direction for improvement and change.

The Electoral Commission's vision is *"to be a model institution and center of excellence in election management"*

What our vision means

It means among others that;

People should be able to participate broadly in politics and specifically in elections as voters, candidates and members of political parties.

People should be able to know all the aspects of the electoral processes and framework so that they can, for instance, cast an effective as well as a valid vote, register a party or fulfill their obligations as candidates or party officials.

People should be confident that the electoral framework is working as it is meant to and that it provides a fair way of allowing people to choose their representatives.

People should attach importance to a democratic system in general and the particular framework and processes used.

People should be able to recognize diversity of current political engagement, which encompasses interest, awareness, knowledge and participation.

Our Mission

A mission is a brief description of what we are and how we aim to contribute to achieving our vision. It is almost like a slogan.

The EC's mission is: *"to organize and conduct regular, free and fair elections and referenda professionally, impartially and efficiently"*



"Leaders establish the vision for the future and set the strategy for getting there"

John P. Kotter

What our mission means.

As the body charged with the duty of organizing and conducting elections in this country, it means that in carrying out this mandate, we should among others be able to;

- Enhance the quality of democracy by making electoral matters relevant for all people
- Encourage others to promote active, informed social participation focused on electoral matters.
- Assist political parties to meet their statutory requirements and entitlements.
- Effectively manage a range of relationships with all our stakeholders. Work collegially with other electoral entities, parliament, government and all our stakeholders to ensure a seamless service to our users. Ineffective relationships with any of these entities can severely hamper us in meeting our goals.
- Ensure that our work is perceived to be independent of political control since this has an impact on how we operate.
- Effectively manage staff, time and money so as to be able to meet our overall goals

- Develop the capacity to respond to diverse needs within the range of work that we cover.

How do we achieve our mission and vision?

One way is through Strategic Planning. This is a process, which allows an organization to position itself to take the best advantage of its human resources' skills, competencies, knowledge and understanding about the work they do and the organization's vision and mission. It allows the organization to take advantage of its future by:

- Capitalizing on its opportunities
- Addressing its challenges
- Providing the kind of leadership that masters change.

An organization's Strategic Planning is congruent with its vision and mission.

It outlines how an organization will bring the vision and mission to life by drilling down into the goals of the organization.

It establishes a framework for the implementation of those goals by mapping the direction of the activities of the organization and department goals.

It also provides a framework for the articulation of individual goals and serves as a platform for staff development appraisal and performance review.

The adoption of the 2007-2011 Strategic plan by EC is a welcome development and I call upon fellow staff, the government and people of Uganda to work together to improve management of elections.

The Author is Assistant District Registrar, Kiruhura District.

**THE EDITOR WELCOMES
ARTICLES AND LETTERS FROM
OUR ESTEEMED READERS**

Francis Peter Ojede

Introduction:

Performance Appraisal (PA) is one of the oldest management tools, and unfortunately it is also one of those tools that is widely misused. As to whether it is being misused deliberately or as a result of lack of clear understanding of its usefulness and or how to apply it is something that needs to be discussed in detail another time.

Performance appraisal can be defined as a process of review and discussion of an employee's performance of assigned duties and responsibilities and their potential for development. PA provides a way to measure: skills and accomplishments with reasonable accuracy and uniformity, obstacles to performance and areas for professional growth and development.

PA, in other words, should help to answer the question that most employees want to know, "how am I doing?" In attempting to adequately answer this question there is need for regular staff PAs.

PA in this case should be based on results obtained by the employee in a job and not on the employee's personality/characteristics. Personality should only be considered when it relates to performance of assigned duties and responsibilities.

Why performance appraisal

Every organization would like to get the most out of its employees. Unfortunately, all employees are different; some like work, and others do not.

Secondly, because managers must make judgments of employees almost constantly and for many reasons, the question naturally arises as to whether this should be formalized into a systematic PA program or whether it should be a haphazard, disorganized affair. Because evaluation goes on all the time, the



question is not whether to appraise employees. Rather it is how to evaluate people.. The overwhelming weight of argument is in favour of the formalized performance appraisal approach. (Dales, 1980)

PA therefore assists employers to understand employees abilities, develop employee skills and capabilities, evaluate job progress, improve job performance and above all, provide a feedback mechanism that might otherwise be overlooked. Dependent on the organization and the need for the appraisal, the following can do the PA rating; Supervisors, Peer evaluators, Customer/client, self, team and lastly assessment centers.

However, the prevailing practice in nearly all private and public organizations is to have the supervisors and managers of each department evaluate the performance of each of their subordinates. Most commonly, these ratings are reviewed by their immediate supervisors.

The presumption for such procedure is that the person charged with responsibility for managing a department has the proper understanding of organizational objectives, needs, and influences. Being held accountable for the successful operation of the department or unit, he or she must, presumably, have control over human resource decisions affecting people in the department.

Challenges of PA

PA can be more destructive than the anticipated benefits if not well managed. Among the many pitfalls associated with performance appraisal are; unfair ratings, supervisory bias, halo effect, central tendency, leniency, strictness and relations. All these pose a very big threat to the usefulness of PA.

It is therefore important for all those who are involved in the management of PA process to buy in, appreciate and acquaint themselves with the common pitfalls in PA and try as much as possible to avoid them. It is equally important that all involved in the administration of PA go through all the steps in developing an administration of a PA system.

The key steps to successful development and administration of a PA system are as follows;

- (1) determination of performance requirements (what skills, outputs and accomplishments to be evaluated),
- (2) choice of an appropriate appraisal method (different methods may be used in the same organization for different categories),
- (3) training of supervisors to prepare fair and accurate appraisals and effectively communicate the evaluation to the employees,
- (4) discussion of methods with employees (specific areas of performance, how often, how the evaluation takes place and its significance to the employees),
- (5) appraise according to job standards i.e. predetermined work requirements (what has or has not been done),
- (6) discuss appraisal with employees (allow them to discuss areas of agreement and disagreement) and finally,
- (7) determine future performance goals (this makes employees feel comfortable knowing how past performance has been reviewed and

continued on the next page

what needs to be accomplished to meet future expectations.

Going through the above steps will definitely reduce the risk of both supervisors and staff falling into the PA pitfalls and therefore stand a very high chance of performing a successful PA with all its attendant benefits such as improved performance and productivity, among others.

Methods and instruments used in appraisals

Several methods and instruments can be used for appraisals and they tend to vary from one organization to another and from one environment to another. However, the common ones are work standards-average according to standards per hour per production, rating scale (was commonly used in the civil service), critical incidents –job related (job behavior), essay method (story like assessment), management by objective (both supervisor/employee set target together for a particular period of time and also assess it together) and lastly, a combination of methods.

The most preferred method of appraisal today is the management by objective method which tends to give both the employee and the supervisor an opportunity to assist each other to perform better as opposed to the rating scale method which gives the supervisor all the opportunity to decide on an employees performance without necessarily giving him/her an opportunity to give his/her side of the story, rendering it subjective and less useful in improvement of performance.

Similarly, works standards are only applicable to jobs with quantifiable outputs such as a bottle factory (number of bottles produced), printer (number of sheets/books produced), marketing department (amount of sales done), among others. This tends to be specific to some jobs only

making it difficult to generalize

Lastly, the critical incidents method tends also to apply mostly in factories, assembly chains and/ or in the marketing department where job behavior plays a very critical role in ones performance of his/her role. This also tends to be specific to some jobs only as earlier on mentioned making it difficult to generalize

Care should therefore be exercised in the choice of an appraisal method and instruments if the desired results are to be attained.

Appraisal process

It is important to note that there are two main stages that one needs to go through to conduct an effective appraisal, that is; before and at the appraisal meeting.

Before the appraisal meeting

At this stage, you need to do the following for the appraisal to be effective: decide before hand what the appraisal conference is to accomplish, schedule an appraisal conference allowing sufficient time to prepare for the meeting, select a time that you are not under pressure, consider reserving a room that is neutral preferably not your office where interruptions can be

minimized, if you are angry or upset, postpone the meeting to a more appropriate time lest you will be biased.

At the appraisal meeting

At this stage, discussion of the completed appraisal form is the most important part of the process. You therefore need to make sure that you have the interview and that you consider it a priority. This is meant to be a constructive and cooperative process of two way communication with primary emphasis on corrective, development, growth and performance improvement...

In order to achieve the above, you need to do the following;

Ask questions and listen (*be open minded to the information and opinions presented*),

Discuss strengths (*this will sustain and reinforce high performance*),

Make constructive criticisms (*when you point out a weakness, offer suggestions for improvement*),

Consider each other's point of view (*remember each person will respond differently in an appraisal conference*),

Keep comments job centered (*avoid discussing personality unless it adversely affects job performance or your units operation*)



*EC staff during a performance review exercise:
PA is one of the tools employed by the HR Department to Improve EC staff performance.*

PA as a Management Tool

Continued from previous page

And finally, schedule a follow-up session if necessary.

It is important to note that at this stage, you may agree to include on the form a quantitative and/or qualitative evaluation, goals and objectives for the coming year and review of previous goals and objectives

Conclusion

In a nut shell, performance appraisal is one of the oldest management tools, which in itself is very useful in assisting both employers and employees to understand each others abilities/appreciation of abilities, develop employee skills and capabilities, evaluate job progress, improve job performance and above all, provide a feedback mechanism that might otherwise be overlooked.

However, should it be mismanaged, the tool can be very destructive and costly to both the employee and to the organization. It should therefore be properly managed at all times.

The Author is the Head/HRM,EC

HOW TO APPLY FOR REGISTRATION AS A POLITICAL PARTY/ ORGANISATION

- (1) Make a formal request (in writing) to the Electoral Commission expressing your intention and making reservation of the Name, Symbol, Slogans and Colours of your Political Party.
- (2) Obtain from the Electoral Commission an Application Form (Form 1 in the Third Schedule of the PPOA, 2005).
- (3) Obtain from the Electoral Commission a Declaration of Assets and Liabilities and Particulars of the Political Party or Organization (Form 2 in the Third Schedule of the PPOA, 2005).
- (4) Submit Forms 1 and 2 duly filled by the Applicant and endorsed by a Commissioner for Oaths/Notary Public.
- (5) Submit two copies of the Party Constitution, duly signed by authorized officials of the organization together with proof of payment of Deed fee as prescribed in the Regulations.
- (6) Submit a list of the full names and addresses of at least fifty members of the organization from each of at least two thirds of all the districts of each of the traditional geographical regions of Uganda and who must be resident or registered voters in the district.
- (7) Provide a full description of the identifying Symbols, Slogans, and Colours of the Organization or Political Party and after approval, pay the prescribed registration fee.
- (8) On receipt of the Application, the Commission will embark on the registration process and may cause independent inquiries to be made to ascertain the truth or correctness of particulars submitted with the Application. The Electoral Commission shall process the application within six months.
- (9) The Electoral Commission shall not register any political party or Organisation whose name, slogan or colour resembles that of a Political Party that has already been registered or whose aims and objectives or Constitution contravenes any law.

(From the Political Parties' Desk/Electoral Commission)

Shaping the future of administrative professionals *Continued from page 20*

to outdated views of our work. We need to know the advantages of pursuing and attaining higher qualifications in addition to professional certificates. The need for further training is essential due to the changing working environment. New challenges require a knowledgeable person.

Last Word

IAAP suggests that employers observe APW by providing training for their administrative staff through seminars, continuing education or self-study materials.

Another suggestion is to make a commitment toward delegating responsibilities that better utilize the skills of administrative professionals. We at EC are proud to be associated with IAAP.



Appreciated: Mrs. Alice Kego (with glasses, holding gift box) receives a fitting farewell from fellow secretaries. Mrs. Kego retired from public service on June 29th 2007.

DO NOT WASTE YOUR LIFE

Peter Opata

Today I attended a funeral mass for a very young man. He died at only 17 years. His portrait made him look even younger, and the smile made him look alive, yet he was dead, and gone.

The mood in the church was solemn; it was sobs and tears, some trying to hold back, but most freely letting go. I looked around, and could not find the right words to explain the mood. I asked my self whether this crowd of mainly responsible adults, had congregated here in church, on a Monday morning for this 17 year old boy, or for his family's sake. Which ever way, the numbers were overwhelming and the sympathy real.

I leaned on my lap, with my chin resting in my palms, struggling hard to hold back my tears. I was deeply touched, although I did not know this boy at personal level; I had not even interacted with the father. We happened to be part of a large congregation, where you probably never get to know everyone. The closest I was to the family is that we both sing in the church choir, although in different Masses. Perhaps I attended the funeral to show solidarity with a member who



had lost a dear one, and because I hold a position in the choir that requires me to attend such a funeral.

But the funeral got me really thinking and thinking hard about life; it got me thinking about how we live our lives, and how I particularly live mine. It got me thinking about whether in the journey of life, we leave any trace in other people's lives. In my three decades of life, have I impacted someone, the people around me? How have I impacted my family, friends, nation? What sort of trace will I leave?

I could not help but ask myself questions, and wondering whether there would be such a similar gathering at my funeral, mourning my death, grief-stricken by my departure; I wondered whether anybody would notice that am no

more, and whether that would make them learn anything or miss me at all. You probably need to ask yourself the same questions. It would be unfortunate if we are the kind whose death is - God forbid - good riddance!

And then it was time for a friend, a school mate, to come and say a word about a departed friend. She was a young girl, in her mid-teens. She gently reached for the microphone, and the congregation readied themselves for her eulogy. She cast her eyes at the young man, now lying low, in his "one-man room", en route to his final resting place.

There was silence all over. Suddenly she seemed to stagger, and failed to find her breath, and words. She practically broke down as tears and sorrow covered her grief-stricken face.

One could conclude the deceased had lived his life, brought joy into many lives, and deeply impacted them, including me. I realised the 17 years were not wasted, but well-lived. I left the funeral mass a different person, with a whole new perspective on life, and how we ought to live.

A SONG FOR DEPARTED COLLEAGUES

Molly Mutazindwa Akora



Aspol Kwesiga, formerly
District Registrar, Rakai District

Death has taken its toll on our fraternity
Our brothers and sisters-expert personnel
Have gone to rest;
We miss you, but are comforted,
By the hope that we will meet again.

You lived your purpose on earth
Oh ye true and worthy servants!
We saw in you but gentleness,
And passion for work -
Toiling without grumbling,
And labouring with honour.

You were prominent players
And now the puzzle is incomplete
Without you.
You gave your best
And now we pray that you may rest
In eternal peace.

The poet is Returning Officer/
District Registrar, Kabarole District



Charles William Vuba formerly
District Registrar/Moyo District

From Stores To Offices!

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The EC has moved from the situation of having 'lecture rooms' to partitioned and more private offices. For example, one of the longest sheds was remodeled into a comfortable boardroom that can seat more than 40 persons. Before that, a small room adjacent to the office of the former Voter Registration department improvised as a boardroom, and was inadequate.

Another building was redesigned and now houses the SAN (Storage Area Network), the EC's computer nerve center. The EC has one of the biggest computer rooms in the country with over 300 networked machines.

The EC started with a 30-seater tent as a reception area, but a new reception lounge which meets corporate standards has since been built.

And yes! The inside and outside of EC perimeter wall have dropped the previous dull look and bears colorful voter education messages. A new staff canteen has been constructed and the offices now have necessary sanitary facilities.

Converting a facility designed for warehouse/stores into an office environment is a task of staggering proportions and calls for massive funds. The EC has clearly evolved in leaps and bounds over the years.

However, the drive to acquire a suitable home for the EC has not been shelved. Government contributed to this effort by availing a piece of land in Luzira-Butabika area, east of Kampala. With a further helping hand from Government or the donor community, the EC could move to another level-magnificent premises. The dream is still alive!

Editor: *The author has worked with the EC since 1996 and has witnessed the metamorphosis of the institution into what it is today.*

Human Rights Issues in Elections *continued from page 10*

Civic education empowers people to make informed choices and demand accountability.

Where civic and voter education delivery is not systematic and continuous, public awareness about human rights, civic duties and obligations, the constitution and the law as well as the political dynamics, particularly of the different political systems under which Uganda has been governed, becomes rather limited. There is inadequate understanding and appreciation of the people's power in terms of the ballot and the implication of the vote on the governance of the country. This will undermine the essence of elections as a means for Ugandans to participate in their own governance. Government should increase the budgetary allocation to civic and voter education so that they are continuous and sustainable.

Looking ahead...

The electoral process since 1997 portray Uganda as a country willing to let her people democratically choose their own leadership and have self governance. The elections have also shown that Ugandans are willing and eager to exercise their rights.

However, Ugandans need to appreciate elections as political contests where opponents must be outsmarted in terms of ideas, rather than a battlefield where enemies must be decimated.

Court rulings have confirmed challenges of managing the electoral processes, levels of preparedness as well as the attitudes of candidates and their supporters. But on a positive note, this is an indication of the public's awareness about the existing structures and mechanisms to enforce their rights and also of their increased faith and confidence in the mechanisms and institutions charged with handling such matters. It shows maturity and willingness

to recourse to the law rather than unlawful settlement of scores.

Peace and security are essential for peaceful elections. Peace which must be linked to stability and security is the foundation for enjoyment of all human rights. With enjoyment of peace, there is no doubt that social economic development would be realised and respect for human rights would follow. All efforts must be geared towards maintaining peace and security during electoral processes in order to have credible outcomes and ensure human rights observance.

Winners should accept all the people whether they supported them or not and work towards unity and development. Ugandans should not view elections as a divisive exercise. The affiliation to candidates should merely serve as an act of free expression, to which all Ugandans and people living in Uganda are entitled. There should be no retribution, but a determination on the part of all Ugandans, more especially those in positions of leadership and authority, to strive for tolerance, peace, and unity and to exercise maximum magnanimity for genuine reconciliation.

The EC should adopt a rights-based approach to management of electoral processes in order to ensure that both the processes and outcomes of elections contribute to the realisation of human rights for all without discrimination. The need for peace, human rights respect and creation of a conducive environment for free and fair elections cannot be overemphasised. It is the duty of each Ugandan to work towards the achievement of democratic governance in the country which would result in realisation of human rights for all without discrimination.

The authors work with the Uganda Human Rights Commission



EC Transport Section: Delivering Electoral Services

Gumisiriza Fidelis/Administration Dep't

The Transport Section plays a pivotal role in executing the EC's activities, especially during elections, which naturally come with a very demanding schedule. I congratulate my fellow Commission drivers who work so hard during these very challenging times. Our work takes us through tough terrain, and most times very hostile territories, where we are targets of attacks. We have to endure sleepless nights, but this is nothing compared to the joy of delivering election materials, results, and officers safe, and sound.

I congratulate my fellow drivers for professional execution of their duties during the 2006 General Elections. We operate on the same poor infrastructure, but the EC has not recorded major road accidents as compared to other institutions, (which have bad records, sometimes fatal).

Although accidents always happen, we can do a lot to reduce their occurrence. I would like to share some of the causes as well as some advice on how we can greatly reduce accidents in our Section and organisation (EC), and on our roads in Uganda:

Chance

This is a random happening, which even the most safety-conscious person may not be able to see. This type of accident is often referred to as an act of God. It is unfortunate that sometimes, something just goes wrong, and the situation gets out of control, often at a great cost.

Human error

This is by far the largest cause of accidents, and it arises due to faulty handling/conduct of humans while operating (driving) the vehicles.

Some of the factors behind human error include the following:



Driving under the influence of alcohol (please do not drink and drive).

Inconsiderate use of roads (you are not the sole user of the road, respect other users, and follow the traffic rules, signs, etc).

Over-speeding (you should respect speed limits, and even where the road appears to be free of traffic, do not over-speed. It is a potential killer).

Driving under stress (do not take on an assignment when you are under stress, for example grieving a lost relative, old friend etc).

I advise fellow drivers to ensure they take meals in time, so that they are neither too hungry nor too satisfied (and sleepy) to drive well. I also call upon officers not to insist on impossible trips (such a late night trip, or other potentially dangerous trip). In other words, it is always good to listen to the advice of the driver.

Inherent faults

This is concerned with engineering of both the vehicle and infrastructure. Poor road designs (e.g. a very sharp 's' corner) can cause accidents, and so will a poor vehicle maintenance system. Repairs should be undertaken on time, and by well trained mechanics.

Enforcement

There are set traffic standards in Uganda, both technical and behavioural (conduct), and these are backed by a system of penalties. It is important for the enforcement agency (Police) to ensure compliance and penalize those found to be in breach of the same. In this way, individuals, organisations and the society at large can enjoy safety. Hence, education in transportation (driving schools) must ensure that learners attain more than competence.

Road accidents are very costly to the society, for example, loss of lives and property, trauma, loss of skilled labour, and increased expenditure to organisations/individuals on repairs.

Accidents always happen, but we can do something to reduce their occurrence. Let us play our respective roles, as drivers, officers, administrators to ensure safety in delivery of our services. The Transport Section should therefore be a high priority area during the budgeting process. In this way, the EC will be able to achieve its vision and mission.

For God and My country

The author is a driver attached to Public Relations

Illegal parking

A driver tucked this note under the windshield wiper of his automobile. "I've circled the block for 20 minutes. I'm late for an appointment, and if I don't park here I'll lose my job. Forgive us our trespasses."



When he came back he found a parking ticket and this note: "I've circled the block for 20 years, and if I don't give you a ticket, I'll lose my job. Lead us not into temptation."