

Operationalizing the Domestic Election and Observation Group Charter in Zambia

Towards the General Election August 2021

Prepared for and on behalf of the UNDP Zambia's Democracy
Strengthening in Zambia Project

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Acronyms

AVAP	Anti-voter apathy project
AU	African Union
CC	Carter Centre
CCMG	Christian Churches Monitoring Group
CCZ	Council of Churches of Zambia
CSOs	Civil Society Organizations
CW	Commonwealth
DOG	Domestic Observer Groups
DSZ	Democracy Strengthening in Zambia
DEMOG	Domestic Election Monitoring and Observation Group
ECZ	Electoral Commission of Zambia
EFZ	Evangelical Fellowship of Zambia
EMB	Electoral Management Body
EU	European Union
FODEP	Foundation for Democratic Process
IBA	Independent Broadcasting Authority
ICPs	International Cooperating Partners
JCTR	Jesuit Centre for Theological Reflection
LAZ	Law Association of Zambia
MISA	Media Institute of Southern Africa
POA	Public Order Act
SACCORD	Southern African Centre for Constructive Resolution of Disputes
SADC	Southern Africa Development Community
TIZ	Transparency International Zambia
ToRs	Terms of Reference
OYV	Operation Young Vote
UNDP	United Nations Development Programme
WHO	World Health Organization
YALI	Young African Leaders Initiative
ZCCB	Zambia Conference of Catholic Bishops
ZCID	Zambia Centre for Interparty Dialogue
ZEIC	Zambia Election Information Centre
ZNBC	Zambia National Broadcasting Corporation
ZNWL	Zambia National Women's Lobby
ZPS	Zambia Police Service

Introduction

Zambia will be holding her general election to elect the President, members of parliament, and local government representatives on August 12, 2021. Different stakeholders to the elections, including political parties, media, civil society groups, security wings and the electoral management body, have increased their preparations in anticipation of the election. Domestic election monitoring and observation groups have been consulting to collaborate in monitoring and observing the elections. Over the years, civil society in Zambia has continued to organise itself to monitor and observe elections. But while the country has several CSOs situated around the country, capacity challenges have adversely impacted on the extent to which they can contribute to election observation. As a result, the organisations have not had structured ways of recording their observations and tracking electoral processes from the pre-election phase through to the post-election period in-between elections in a coordinated framework. The sustainability of observation efforts can be achieved better through the capacitation of local CSOs countrywide through a coordinated framework. In view of the foregoing, the CSOs in Zambia seek to implement a range of timely, relevant, and well targeted activities that seek to address challenges that have been highlighted. Appropriate multi-stakeholder partnerships will be established to support the implementation of the action, whose successful implementation will lead to the effective and sustained citizen oversight and advocacy for policy and operational reforms that seek to improve Zambia's electoral and political processes.

It is in line with this that as part of its preparatory work leading to the 2021 elections the United Nations Development Programme (UNDP) started providing support to Civil Society Organizations (CSOs) in line with the national priority goal and 7 National Development Priority (NDP) goals in 2017. These goals encapsulate the rubric of creating a conducive governance environment for a diversified and inclusive economy. The strategies for achieving these goals are to promote platforms for citizen engagement and public participation as well as strengthening electoral processes and systems (UNDP, 2019). The expected outputs at a broader level were that parliament, constitution making body (The National Dialogue Forum) and Electoral Commission of Zambia would develop strategies, laws, systems and institutional mechanisms to enable them perform core functions for improved accountability, participation and representation. Secondly it was to enable communities, CSOs and marginalized groups to have developed networks, coalitions to fight discrimination and address emerging issues such as environmental, electoral justice, people affected by HIV, people living with a disability, women, minorities, and migrants.

UNDP used lessons from the 2016 elections to work in support of local CSOs involved and accredited in observing the elections to build their capacities through the Christian Churches Monitoring Group. An important element of this support was to help improve their strategic planning capacities well in advance of the deployment of observers in the 2021 elections (CCMG report, 2018). Underlying the improvement of these capacities was the objective to strengthen the coordination mechanism of observation of elections by domestic CSOs. These efforts were to culminate into the establishment of a framework for accreditation, sustainability, and operations of domestic observers of elections. This framework is the Domestic Election Monitoring and Observation Group (DEMOG) Charter which was developed and validated by several CSOs involved in election observation and monitoring. The framework also established an accountability mechanism for CSOs participating in election observation.

As part of DSZ's ongoing support to strengthen Zambia's efforts to improve the quality and integrity of elections and the capacity and credibility of electoral institutions, UNDP recruited a two-member team of consultants (one national and another international) in order to support the operationalization of the Domestic Election Monitoring and Observation Group (DEMOG) Charter for local Civil Society Organisations (CSOs). The operationalization of the Charter is geared to improve the legal and operational framework for domestic election observation in Zambia including the sharing of information on observation methodology, training, and reporting templates.

This document is part of the deliverables of this assignment and seek to lay out a framework for cooperation among CSOs during the observation of the general election. This document is not prescriptive but is designed to stimulate discussion on the possible framework for cooperation. It draws on experience of similar efforts by CSOs from the region and Zambia. The document acknowledges that there is limited time left to implement activities set out in the Charter and only puts emphasis on implementation of activities that are possible within the timeframes. It does not seek to create a formalized structure but a loose structure that brings organizations under one roof to corroborate on recruitment, training, deployment, and reporting.

Similarly, the document acknowledges that there are efforts already underway at cooperation to observe the general election in one form or another. For example, the CCMG has been observing the electoral environment including the delimitation of boundaries, the voter registration and the organization continues monitoring of the electoral environment. The DEMOG should draw on this experience and can ride on some of these on-going efforts.

The document is cognizant of other observation methodologies such as PVTs that should be ring fenced from the general observation efforts given the sensitivities around PVTs. This component of observation will seat outside the framework of this project. Organizations such as NDI will be consulted on how best to link information from the PVT to the general observation under DEMOG without compromising the security of the data and the project.

Context of the Domestic Election and Observation Group Charter

In June 2018, several CSOs involved in domestic election monitoring and observation validated and adopted the Domestic Election Monitoring and Observation Group (DEMOG) Charter. The DEMOG Charter was adopted by the four institutional members of the Churches Christian Monitoring Group (CCMG) namely Council of Churches in Zambia (CCZ), Evangelical Fellowship of Zambia (EFZ), Jesuit Centre for Theological Reflections (JCTR), Zambia Conference of Catholic Bishops (ZCCB) through Caritas Zambia (CZ) and other member organisations which included Governance, Elections, Advocacy and Research Services(GEARS), Zambia National Women Lobby (ZNWL), Media Institute of Southern Africa (MISA-Zambia), Operation Young Vote (OYV), Association of Disability Rights Watch Zambia (ADWZ), Transparent International Zambia(TIZ) and Non-Governmental Coordinating Council (NGOCC).

The CSOs adopted and validated the Charter with the understanding of the inevitable and un-substitutable role that domestic election monitoring and observation plays in enhancing free, fair, transparent, accountable, and credible elections (UN,2004). Free, fair, and credible polls are crucial because they are a central pillar of democracy and a means of affording citizens an opportunity to elect leaders of their choice (Birch, 2008). The premises for an efficacious

domestic election monitoring and observation process is that it is a means of not only securing transparency, accountability and integrity in the electoral process but also ensuring guaranteed electoral justice and prevention of the commission of irregularities.

The Domestic Election Monitoring and Observation Group (DEMOG) Charter was constituted to advocate for progressive reforms and adoption of best electoral practices at every level and stage of the electoral process. The Charter rededicates the CSOs to undertake advocacy against laws, policies and practices that hinder, suffocate, compromise, and negate the effective participation of citizens and shared learning and effective information sharing in the electoral process both locally and internationally. The adoption of the Charter by the DEMOG is motivated by the desire to add value and promote quality domestic election monitoring and observation in all critical stages of the Electoral Cycle (Pre-Electoral, Electoral and Post-Electoral phases) as well as to encourage the full and effective involvement and participation of all citizens regardless of gender, age, and disabilities at all levels of the domestic election monitoring and observation processes.

The DEMOG Charter was agreed upon in view of the concerns that electoral disputes are caused by poor administration and management of the electoral process, constant violation of electoral laws and rights currently being experienced in Zambia. In addition, the Charter is a reminder to uphold the expressed willingness by the Zambian government to be bound by the principles and guidelines of the signed and ratified protocols, treaties, and conventions on electoral related issues. The Charter also emphasizes the need to respect, uphold and protect domestic legal instruments such as the Constitution of Zambia, the Electoral Process Act, other pieces of legislation that have a bearing on the Electoral Process and Electoral Integrity.

The Charter is an acknowledgment by DEMOG to strive towards effective collaboration and coordination that ensures and assures a nationwide reach of operations by DEMOGs in recruiting, training and deployment of domestic election monitors/observers and other necessary electoral programmes. This shift towards collective approach and enhanced collaboration is intended to be an answer to the fulfilment of the objectives, principles and guidelines set out in the DEMOG Charter. The Charter also reaffirms the collective role, duty, and commitment of DEMOG to work together and collaborate in their efforts. In short, the Charter was agreed upon to serve as an instrument for collective action in improving the electoral process in Zambia and facilitate for effective participation of all stakeholders and strive towards improved electoral integrity.

The preliminary efforts towards developing the Charter were implemented by the Christian Churches Monitoring Group (CCMG) in conjunction with the Governance, Elections, Advocacy and Research Services(GEARS), Zambia National Women Lobby(ZNWL), Media Institute of Southern Africa(MISA-Zambia), Operation Young Vote(OYV), Association of Disability Rights Watch Zambia (ADWZ), Transparent International Zambia(TIZ) and Non-Governmental Coordinating Council (NGOCC) to develop the Charter. In 2018, the Charter was validated and adopted by eleven members. This marked the beginning of the domestic election monitoring and observation group (DEMOG). The overall aim of the DEMOG is to effectively coordinate and advocate for governance and democratic reforms ahead of the 2021 elections and beyond.

The specific objectives of DEMOG are to:

1. develop and adopt a common framework for domestic observation and monitoring of the electoral process.

2. take all necessary measures, in accordance with constitutional provisions and electoral regulations, to ensure the wider dissemination of the Charter and relevant legislation as may be necessary for the implementation of its fundamental principles.
3. incorporate the Principles and Guidelines of the Charter in their institutional approaches and strategies.
4. establish a central coordinating structure to develop a framework for cooperation, coordination, and collaboration to ensure effective participation of members and compliance by all parties.
5. develop a common advocacy and communication strategy.

The DEMOG Charter is open to all CSOs involved in domestic election monitoring and observation as long as they meet the set criteria and subscribe to the objectives and principles of the Charter. The Charter has the following objectives.

- a) To promote independent, accountable, and transparent domestic monitoring and observation of the electoral cycle.
- b) To promote adherence, by DEMOGs (CSOs) and other stakeholders, to the Guidelines and Principles on election monitoring and observation.
- c) To enhance collaboration among DEMOGs (CSOs) and other stakeholders in the electoral process.
- d) To ensure abidance to the Code of Conduct guiding monitors and observers involved in domestic election monitoring and observation of the electoral process.
- e) To promote an inclusive approach to election monitoring and observation; and
- f) To advocate and monitor institutional adherence to laws governing the electoral process in Zambia.

The Charter enjoins its members to espouse principles that ensure effective citizen participation in the electoral process through continuous civic and voter education as well as promotion of independence, transparency and accountability in election monitoring and observation. The Charter principles encourage close collaboration among monitors, observers, and other stakeholders in the electoral process. The principles also support the recruitment and deployment of monitors and observers who are impartial, independent, competent, and professional. These principles ensure that there is mandatory subscription and adherence to the code governing observers and monitors issued by the Electoral Commission of Zambia including ensuring adherence to a common training framework for Observers and Monitors by DEMOGs.

Problem Analysis

The civil society operating environment in Zambia faces several challenges among them funding constrains while others are related to internal governance and political outlook of the CSOs. Regarding election monitoring and observation, CSOs have experienced lack of inclusion and coordination thereby negatively affecting their potential to reach and impact a wide array of citizens. In addition, weak internal governance systems, lack of technical knowledge to roll out elections observation interventions, lack of the means or tools to utilise in elections observation work, and inadequate funding to enable observation throughout the entire electoral cycle, have constrained local organisations. The lack of a standardized framework for implementing election monitoring and observation is a concern that requires to be addressed. This has led to varying methodologies and contradictory verdicts about the credibility and integrity of the elections through its various cycles in past elections.

Previously domestic observer groups were operating in silos to the detriment of a coordinated approach to observation. Groups such as the Christian Churches Monitoring Group (CCMG), Foundation for Democratic Process (FODEP), Southern African Centre for Constructive Resolution of Disputes (SACCORD), Transparency International Zambia (TIZ), Operation Young Vote (OYV) and Zambia National Women's Lobby (ZNWL) deployed observers independently in previous elections. Whilst some geographical coordination of domestic observers was facilitated through the Zambia Election Information Centre (ZEIC) this was not adequate and required more capacity building of the coordinating teams to effectively coordinate the deployment of observers throughout the country. This was clearly demonstrated in the last election especially when it came to release of reports. FODEP, for example, issued a statement on 17 August 2016, describing the elections as lacking credibility due to irregularities and a lack of transparency in transmission, counting, and announcement of results. On 19 August 2016, FODEP retracted this statement as not conclusive and announced it would issue a detailed report later¹. Meanwhile SACCORD issued a statement stating that the political violence experienced during the campaign, the misapplication of the POA and perceptions of bias in media coverage harmed the freedom and fairness of the elections².

Added to this the quality of monitors recruited and deployed to monitor and observe elections has also affected the public perception of election monitors and observers. Hastily trained and ill prepared monitors have in the past been deployed to monitor elections. Poor quality of monitors undermines the electoral process as the monitors are incapable of holding the process to the expected standards (IRI/NDI, 2019). In fact, the quality of monitoring is as important as a measure of the integrity of the election itself.

Collaborative efforts made in the past have been weak or no guidelines on how CSOs would collaborate with each other in order to ensure free, fair and credible elections. Suspicion and power struggles have characterized past networks making cooperation hard to attain. For example, different CSOs can advocate at different platforms yet addressing the same concerns in the electoral and governance cycle. This practice of working in silos has not strengthened the voice of CSOs. However, if they spoke with one voice their impact would be much bigger and will influence electoral processes in a positive way. This was the case in 2011 when domestic elections monitoring, and observation groups collaborated under the aegis of the Civil Society Election Coalition (CSEC). The lack of a central coordinating mechanism for DEMOGs implies that issues that arise from the election reports in the post-election period are not addressed in a prioritized manner as each CSO decides to work on the issues they deem important. This weakens the post-election advocacy for reforms.

Further to this, past monitoring and observation efforts were affected by lack of inclusiveness. According to the Association of Disability Rights Watch Zambia, issues affecting marginalised groups such as women, youths, the aged and people with disabilities are not systematically addressed in the election monitoring and observation planning and implementation. The organisation argues that the electoral process by its nature must be inclusive of all the stakeholders. (ADWZ, 2021)

Moreover, whilst past efforts at collaboration were made in past elections, serious concerns remained on the lack of nationwide coverage of observation efforts. There was replication on deployment resulting in several CSOs monitoring and observing elections in the same areas especially the cities leaving out remote rural areas. The situation has been compounded by perceptions of observers by some key electoral shareholders who view them as partisan. In the

¹ http://www.parliament.gov.zm/sites/default/files/documents/articles/final_report_eu_eom_zambia_3.pdf

² Ibid

past some observer groups have been accused of being partisan and this has affected their legitimacy and credibility. CSOs in this category have not been dependable both in terms of their sources of information and financial support. This has resulted in some of their findings being questioned.

Furthermore, the competition for donor funding reduced prospects for collaboration in the past. CSOs in Zambia tend to avoid working together during elections for fear that it will reduce the amount of financial support that must accrue to their organisation. Consequently, cooperation is not seen as a positive thing when it comes to funding. The situation is driven by the fact that most CSOs in Zambia are donor dependent and are unable to raise their own local resources. This approach, in the past, artificially divided activity areas between implementers, thus limiting the ability for the elections programs to generate amplified results and limiting local organizations' ability to do cross-sector programming.

Efforts at long term observation are hampered by a lack of financial resources. As such the time frame for monitoring pre-election issues that eventually influence election outcomes is determined by the amount of funding received from the donors. There is basically no established local mechanism for CSOs funding especially in the governance sector.

Overall, CSOs are hindered by challenges surrounding interlocking memberships, competition for scarce donor resources and lack of financial support for coordination activities. Through observation of past elections, lessons have demonstrated disjointed observation methodologies, issuing contradictory statements and slow response to emerging incidents. In addition, weak internal governance systems, lack of technical knowledge to roll out elections observation interventions, lack of the means or tools to utilise in elections observation work, and inadequate funding to enable observation throughout the entire electoral cycle, have constrained local organisations.

It is in view of the foregoing that civil society groups under the auspices of DEMOG have drawn up a Charter to aid them collaborate to standardize and minimize the fields of divergence during monitoring of the electoral process. The idea is to enhance coordination of CSO initiatives in the monitoring of the administrative, legislative, and political environment frameworks before, during and after elections and share developments on the electoral processes. To this end, this intervention will seek to strengthen the capacity of civil society to observe throughout the electoral cycle, ensure access to information by citizens for their participation in and overseeing the democratic process, and foster multi-stakeholder partnerships to monitor and advocate for policy and operational reforms of the country's electoral and political processes.

Proposed interventions

In view of the foregoing, DEMOG seeks to implement a range of timely, relevant, and well targeted activities that seek to address challenges that have been highlighted. Appropriate multi-stakeholder partnerships will be established to support the implementation of the DEMOG Charter, whose successful implementation will lead to the effective and sustained citizen oversight and advocacy for policy and operational reforms that seek to improve Zambia's electoral and political processes. The need for DEMOGs to collaborate and closely monitor, observe, and advocate around elections is justified because of the history of contested electoral processes in the country. Through monitoring, documentation, and information sharing, DEMOGs will be able to identify and escalate electoral irregularities and advocate for remedial actions for the anomalies.

The proposed collaboration and coordination around the DEMOG Charter intends to strengthen civil society’s efforts during the 2021 elections. CCMG will lead the coordination of DEMOGs in undertaking activities during the pre-election, election day and post-election day phases of the electoral cycle. DEMOG, through the coordinated framework, will be monitoring, recording, and pitching awareness raising activities through clusters subcommittees that will form part of its governance structure. DEMOG will take advantage of data collection and observations from a variety of their monitors in the field and will enable DEMOGs to engage with official election structures and local and international partners for prompt restoration of issues.

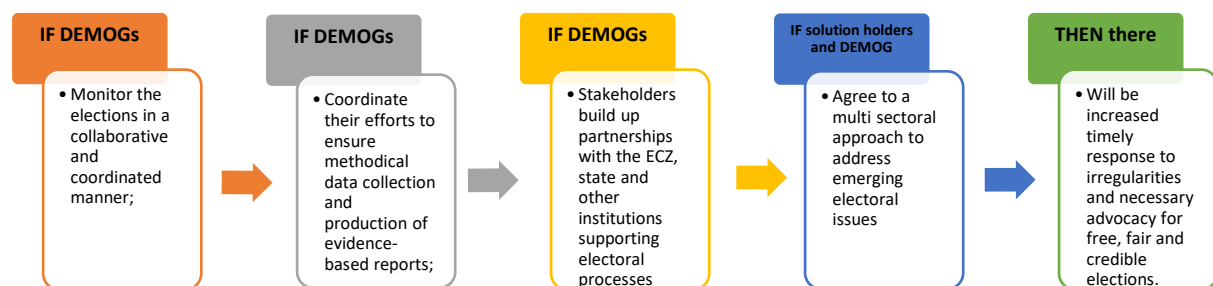
DEMOG will concentrate on guaranteeing access to credible and verifiable information from the field monitors. In order to ensure proper appreciation and arrangement with all DEMOGs to coordinate the collection, analysis and sharing of information during the pre-election, election day and post-election period, DEMOG will provide technical assistance to its affiliates. In addition, DEMOG will rely on technical experts from the regions to assist in building up a common coordinated framework for the observation of the general election. In designing and implementing this project, the DEMOG partner organizations will pool design expertise, share information, and coordinate activities.

Assumptions and Risks

Assumptions

1. **IF** DEMOGs monitor the elections in a collaborative and coordinated manner.
2. **IF** DEMOGs coordinate their efforts to ensure methodical data collection and production of evidence-based reports.
3. **IF** DEMOG stakeholders build up partnerships with the ECZ, state and other institutions supporting electoral processes.
4. **IF** solution holders and DEMOGs agree to a multi sectoral approach to address emerging electoral issues

Table 1: Assumptions



THEN there will be increased timely response to irregularities and necessary advocacy for free, fair and credible elections.

The operationalisation of the DEMOG Charter is based on assumptions regarding the anticipated level results change. The assumption for operationalizing DEMOG is that all organisations working on elections and governance agree to undertake joint activities with standardized tools for observing the elections in the period before during and after elections. Another assumption is the agreement amongst CSOs for CCMG to convene the activities pertaining to the operationalisation of the DEMOG Charter. CCMG is one of the leading observation organisations in the country. The organisation has benefited immensely from the capacity building programmes supported by the National Democratic Institute (NDI). This

support has strengthened not only its observation capacity but its institutional and organisational capacity making it a strong candidate to lead this effort. DEMOG will build on such ongoing CSOs joint initiatives that have yielded some successes in the past.

It is anticipated that cooperation around the DEMOG Charter will provide a useful interface where a consolidated CSOs effort is not fragmented for high level impact. CCMG is an effective CSOs platform where DEMOGs will engage with all the election stakeholders because of the reputational track record it has demonstrated so far. The anticipated impact level result from this action is the sustainable coordination and strengthening of CSOs collaborative actions beyond the 2021 elections.

Risks and mitigation measures

In addition to the assumptions made, there are observed risks to the operationalization of the Charter whose mitigation measures are also outlined in the table below:

Table 2: Risks and Mitigation Measures

Key Risks	Level (Likelihood / Impact)	Mitigation Measures
Lack of commitment from affiliate members could affect the Charter implementation	Medium	<ul style="list-style-type: none"> Wide consultations before decisions are taken collectively. Strengthen the Charter on rights and obligations of affiliate members of DEMOG. Conduct orientation for members and host reflection and review meetings.
Inadequate financial resources	Medium	<ul style="list-style-type: none"> Develop a long-term fundraising strategy and plan Collaborate in resource mobilization not only in implementation of activities
Several activities rely on government institutions and support	Medium	<ul style="list-style-type: none"> Create linkages with government through various governance institutions and ministries affected by DEMOG work.
Overlaps with other sensitive specialised observation project such as the PVT	Low	<ul style="list-style-type: none"> Ring fence the PVT project from the general observation project
Overburdening the coordinating organisation	Medium	<ul style="list-style-type: none"> Recruit a separate team for the DEMOG project
Currently there is Covid 19 which can be transmitted by way of human interaction.	High	<ul style="list-style-type: none"> DEMOG will develop a Covid-19 policy that will direct how they will engage in keeping with WHO standards and protocol on Covid 19. Measures such as use of virtual meetings, social distancing, wearing masks, sanitizing etc. The use of Virtual meetings is highly recommended given the spread of the third wave of Covid-19 infections in the region.

Proposed Strategic Partnership

To implement the proposed coordinated program local CSOs in Zambia have assembled DEMOG. The purpose of the DEMOG consortium is to establish an independent and neutral entity that fosters local ownership of election monitoring program. CCMG would serve as the coordinating point in implementing technical assistance and programmatic support to DEMOG. CCMG have been implementing election-related assistance programs with support from international partners such as the National Democratic Institute (NDI) over the years and have now built strong institutions capable of delivering on election oversight related projects, grounded on the practical political realities of the country. In addition, the local institutions continue to strengthen their operational systems to ensure transparent and accountable resource

stewardship for impact. However, they have been accused of failure to collaborate and of working in silos. This approach, in the past, artificially divided activity areas between implementers, thus limiting the ability for the elections programs to generate amplified results and limiting local organizations' ability to do cross-sector programming.

To address this, CSOs working in the areas of democracy and governance with specific focus on elections came together to form DEMOG so as to strengthen both horizontal and vertical linkages between CSOs at the national level and those at the regional/community level. The DEMOG's strategy for this project will support innovation and consistency in programming around elections and homegrown initiatives that respond to the country context and environment. Some of the DEMOG partners, such as CCMG, have experience implementing election related projects. Tapping into this experience and infrastructure, there is the ability and capacity to innovate and be creative in the proposed interventions and the strategic implementation of such interventions, thus allowing the country to receive a truly bespoke service rather than an 'off-the-shelf' package.

In designing and implementing this project, the partner organizations will pool design expertise, share information, and coordinate activities. The DEMOG model is both strategic and appropriate and will result in a coherent and relatively integrated program of assistance by the different Consortium partners, enable strategic targeting of program activities that are critical to the success of the project. Additionally, it will result in an integrated program of mutually reinforcing and synergistic activities that will assist the electoral process as a whole. Locally, there is immense capacity to mobilize within DEMOG. This is in line with the ownership and sustainability concept that calls for activities to be designed to capitalize on the growing cadre of professionalized Zambian expertise on elections and citizen participation.

Further, the project's convergent approach will involve diverse partners with specific core competences contributing toward effective project delivery. Local organizations such as the GEARS, CCMG, MISA, Women's Lobby etc will be drawn in to allow DEMOG to leverage on its vast countrywide networks. Additionally, DEMOG will draw on the expertise of regional and international technical partners that will provide technical assistance towards organizational capacity strengthening for DEMOG to conduct a rigorous observation of the entire electoral process, including legal reform, delimitation, voter and candidate registration, candidate selection, and Election Dispute Resolution (EDR) processes. The experts working with the DEMOG partners will work closely to develop observation materials such as checklist, manuals and incident forms.

In order to improve the internal systems and governance processes of DEMOG partners the project, again, will draw on regional experts recruited with support from UNDP DSZ programme as a resource partners, who will use tested capacity development approaches to support institutional strengthening/governance, and sustainability of DEMOG. In addition to this, international partners such as National Democratic Institution, who have vast experience in setting up networks of this nature will be consulted. DEMOG will draw on the expertise of individual national, regional, and international experts to provide technical assistance on specific key interventions that will require specialised technical assistance.

Governance and management

Transitional arrangements

Article 18 of the DEMOG Charter provides for transitional arrangements. The article provides that initially and for transitional purposes, the four institutional members of CCMG namely Council of Churches in Zambia (CCZ), Evangelical Fellowship of Zambia (EFZ), Jesuit Centre for Theological Reflections (JCTR), Zambia Conference of Catholic Bishops (ZCCB) through Caritas Zambia (CZ) shall be Permanent Members to the Charter together with

any five of the following member/signatory institutions/organisations (ADWZ, GEARS INITIATIVE, MISA – Zambia, NGOCC, OYV, TIZ, ZNWL) who will be elected. These shall form the Initial Steering Committee to operationalize the Charter. The five organisations who shall be elected at a meeting upon acceding to the Charter shall participate on the Steering Committee on an alternating basis and may be replaced after 3 years in office. The term of office for the Steering Committee shall be three (3) years.

The four Permanent members to the Charter together with five member/signatory institutions/organisations chosen as part of the steering committee shall for the initial term of three years be vested with powers of veto and will decide who shall be eligible to be a signatory to the Charter in accordance with the set-out criteria in the Charter. However, beyond the prescribed period in the Charter the institutional structures described below will apply in the governance and management of DEMOG.

Proposed DEMOG Structures

The proposed management plan will reflect the objectives of the proposed program and the leadership and country expertise. The proposed plan seeks to model the implementation under the lead of one national organisation, CCMG. Under this model the program would be implemented by an in-country team of national staff, with technical support from local and international experts, organized around the project objectives. The project will follow the best management model for an electoral assistance project which is a three-tiered management structure. It will develop a robust internal coordination mechanism. Its management rests on the following three-tier management structure:

The Steering Committee

This will be the highest policy and decision-making body for the DEMOG network and will comprise nine members. The Office bearers of the steering Committee will be elected at the inauguration of DEMOG. The steering committee will be headed by a Chairperson. The steering Committee will meet as prescribed in the Charter but for the purposes of the coming elections a minimum of three meetings is proposed in the run up to the elections and at least two meetings after elections. Unscheduled meeting can be convened to respond to emerging issues as they arise. The Steering Committee will be independent of the DEMOG secretariat, but its members will participate actively in high level and policy nature activities pertaining to the electoral cycle in Zambia. The main role of the steering committee will be to provide oversight on policy matters. They will also be responsible for disciplinary matters and dispute resolution. They will solicit for funding for all DEMOG activities. The Steering committee shall not be remunerated except when they participate in DEMOG activities.

Cluster sub-committees

DEMOG will constitute five (5) cluster sub-committees. The sub committees are:

1. the Programmes subcommittee.
2. Media and ICTs.
3. Finance, logistics and procurement.
4. Legal and medical services and
5. Special interest group subcommittees.

The programmes subcommittee will assist with the recruitment, training, deployment and implementation plans of the monitoring and observation activities. This subcommittee will also address matters of training and will work closely with the research, training and publication Officer on the project technical team. The media and ICT subcommittee will provide the

communication strategy and inputs on how to deal with media generally and specifically communication within DEMOG. It will also consider the nature of ICTs to be used during the elections. The ICT subcommittee will work with the ICT officer on the project technical team to manage information from the provinces. The finance, logistics and procurement subcommittee will assist with issues to do with financial resources, procedures and reporting, logistics including procurement procedures for materials for use in the monitoring and observation work. The legal committee will be responsible for considering the legal implications of actions of stakeholders during the campaigns, election day and after. In addition, the committee will be responsible for tracking EDR cases during the electoral process and the findings will inform the EDR reform advocacy post-election. The committee will also look into the issues of providing medical services in case of sickness or injury to the monitors and observers. The special interest cluster will focus on how to mainstream the participation of the women, youth and people living with disability in the domestic monitoring and observation activities.

These sub-committees will meet every fortnight in the last three months before election day and the first two months after the election day. In-between elections these sub committees will be convened on a need basis. Membership of these committees will be drawn from DEMOG network member organizations. The cluster sub committees will report to the steering committee. Their main role will be to advise the Steering Committee on specialized activity areas and provide strategies and technical input for effective and efficient implementation of the DEMOG activities.

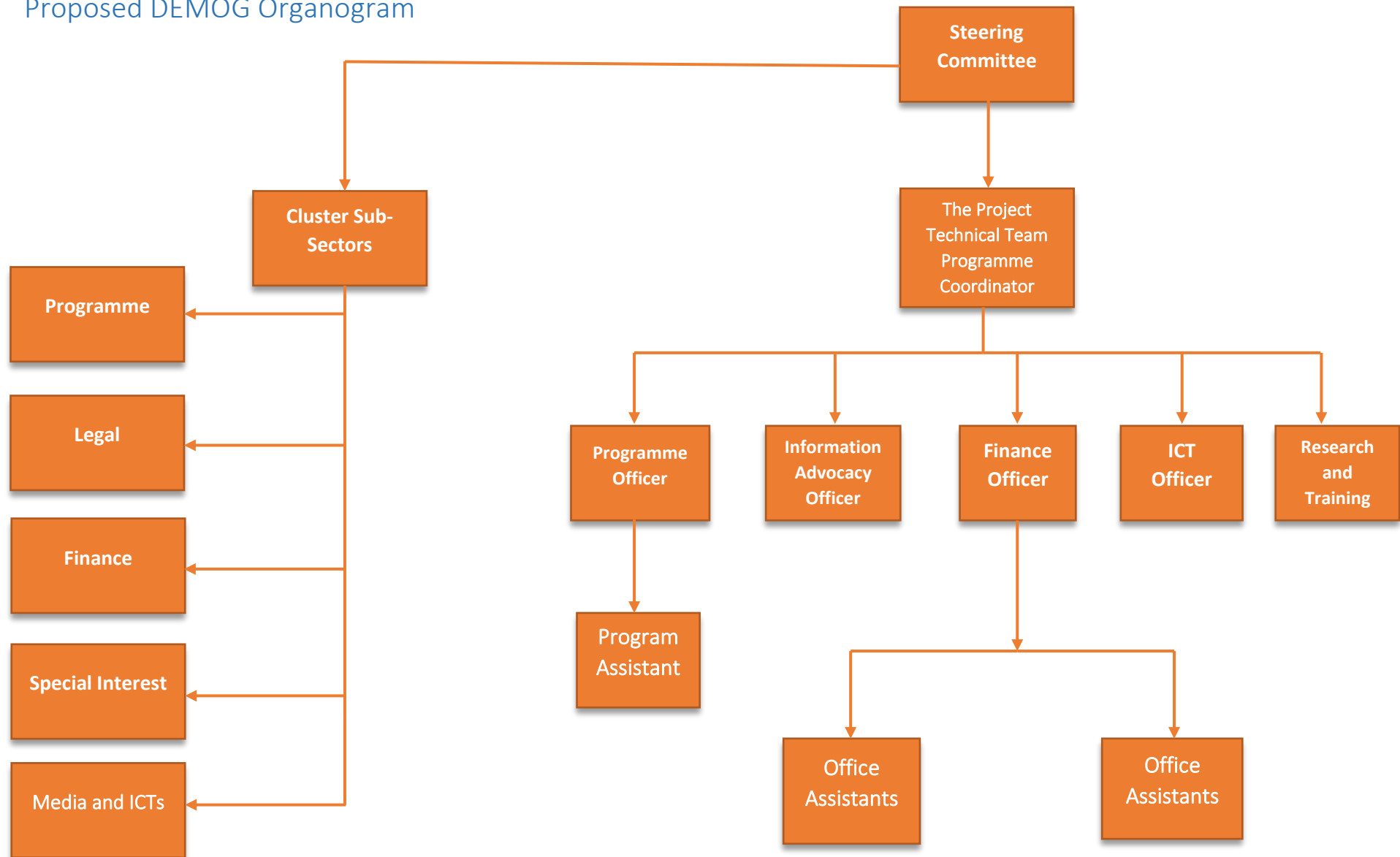
The Project Technical Team (PTT), headed by the Coordinator for its part, serves as the key implementing body tasked to coordinate the support provided by partners and, when necessary, make recommendations to the Steering Committee. It will have a dedicated team that administers and manages the project. A Coordinator will be appointed, and he/she will be responsible for the full implementation of the project and she/he reports on a day-to-day basis to the Steering Committee particularly the chairperson as the prime. She/he is empowered to work closely with the Steering Committee and make certain decisions in line with the vision of the Steering Committee and project design.

The Project Technical Team (PTT) will provide technical advice to the Steering Committee, execute programmes and coordinate implementation of all aspects of DEMOG's election observation activities as well as other advocacy activities beyond a particular electoral cycle. The secretariat will generate proposals for funding its activities which will in turn be considered by the steering committee. It will manage all funds available for project implementation. In the execution of duties, the Coordinator will be assisted by an eight (8) member team.

1. Programme officer,
2. Information and Advocacy officer,
3. Finance Officer,
4. Information and Communication technology Officer,
5. Research, training, and publication officer,
6. Programme Assistant and
7. 2 Office Assistants.

These members of staff may be seconded to the secretariat or outsourced from outside the DEMOG organizations but should be recruited on merit.

Proposed DEMOG Organogram



Proposed activities

In order to ensure uniformity in overseeing the coordinated approach to monitoring, spearheaded by CCMG, activities will include the production of standardized checklist, training manuals and public statements and reports. The support experts to DEMOG will diligently work with the team to develop the materials to allow for capacity transfer. It's not advisable that the materials are designed for DEMOG. Recruitment, training, and deployment plans will be developed by the cluster for use by its cluster members. Again, in order to build local capacity and consultative process is suggested for the development of the plans. DEMOG will develop comprehensive deployment mapping plans to avoid double deployments by its members. A Coordinating Centre will be set up a few days before the election to coordinate the production of materials, recruitment, training, and deployment of observers. The Coordinating Centre will become a hub for receiving, verifying, and disseminating real time information to enable immediate and timely reaction to situation evolving during the election period.

Through a three-pronged election observation approach, LTO, STO and SBO³, covering all the phases of the electoral cycle, observers will be able to play a pivotal role in identifying positives and shortcomings in the electoral process. The observers will be able to flag electoral malpractices such as the intimidation of voters, partisan food distribution, and ineffective communication by ECZ on key voting issues. Furthermore, the observation findings will expose and highlight executive interference and the general lack of transparency in electoral processes. The observer's timely and comprehensive reports will contribute significantly to pre, during and post-election reviews and follow ups.

DEMOG will implement a plethora of activities involving collection, collating, and analysing developments around the political, legislative, and administrative frameworks during the electoral cycle. In addition, this document outlines proposed collaborative efforts by DEMOGs to advocate on key issues emerging in the period preceding the polling day, the polling day and the post-election period. The scope of activities for monitoring and observation in the Charter is coverage of the entire Electoral Cycle which includes the pre-election, election, and post-election phases. Given the time available to the election and considering that some of the activities normally observed in an effort of this nature have already been undertaken it is recommended that DEMOG focus on election day observation with limited pre-election activities.

The overall expected outcome of this effort is to improve coordination amongst civil society organizations in the pre, during and post periods of the impending general election in Zambia in order to enhance free, fair and credible elections. The DEMOG Charter will help the DEMOGs to work in harmony and achieve better impact of the observation of the general election.

Pre-election activities

Inception and launch of DEMOG.

A one-day meeting is proposed which will kick off the activities of DEMOG. Before the inception of activities, a ceremony to launch DEMOG will be carried out. Both private and public media will be invited to attend the function. Cooperating partners and other stakeholders

³ Because of the sensitivity of the SBO exercise this component of the project will seat outside the framework of this project. Organizations such as NDI will be consulted on how best to link information from the SBO to the general observation under DEMOG without compromising the security of the data and the project.

will also be invited to witness the event. The launch will be presided over by the chairperson of the steering committee of DEMOG. The idea is to enhance visibility of DEMOG as it begins its work. The meeting will also focus on inception activities which will cover issues related to the orientation of members to the objectives of the DEMOG, duties of members, communication and information management protocol and other issues related to promoting effective collaboration and credible elections.

National Induction and preparatory workshops

At the inception of the project DEMOG will conduct a series of workshops aimed at equipping members with essential basic skills and knowledge of how to implement an effective election monitoring mission. The first workshop will be the national induction workshop to discuss strategy and content of the local monitoring and observation mission for 2021. The national workshop will be attended by DEMOG leaders based at the headquarters to be oriented on election observation and monitoring for the August 2021 general election.

Election Observation preparatory activities

Strategy Development

DEMOG will provide support towards the development of recruitment, training, and deployment strategy for the long-term and short observers and monitors to assess the pre-election, election, and post-election environment across the country.

Materials Development

Support will be geared towards the development of observer training materials, including information on best practices and observer methodology, deployment plans and other aspects of long-term and short-term observation and the development and implementation of appropriate observer tools, including checklists and report templates. Three manuals will be developed/updated i.e. an election observer manual (an administrative/training guide focusing on roles and responsibilities of individuals and teams, including code of conduct and communication platforms before, during and after elections; an STO and regular observer manual (which contains additional detail on completing the online and offline STO platform and incident forms); as well as the STO observer manual (specifically on using text messaging to transmit STO data to the national observation centre)

Materials Validation

A workshop for DEMOG members will be hosted to consider the standardized monitoring tools that will have been prepared prior to the workshop and prepare the members for deployment and data collection during the campaign period through election day to the post-election events. The DEMOG members will be trained on how to use the tools and to document the information relevant to the evaluation of a credible and accountable election. This will then be followed by constituency and local level training on the induction and standardized tools.

Capacity Development

To achieve the result DEMOG, with support from its technical experts will identify, analyse, and provide context-specific and targeted capacity building support to its members to conduct rigorous observation of the entire electoral process. The capacity enhancement will be primed towards ensuring effective and visible observation of the entire electoral cycle process, including, delimitation of boundaries, voter and candidate registration, candidate selection, campaigns, Election Dispute Resolution (EDR) processes and legal reforms.

Observing the pre-election period

Leveraging on member institutions areas of expertise DEMOG will lead on the assessment of the pre-election political environment (including the campaign period and EDR processes). The period remaining for DEMOG to effectively deploy long term monitors to monitor pre-election activities such as the voter registration and delimitation of boundaries is not adequate as some activities have been undertaken by the Electoral Commission of Zambia. However, DEMOG can leverage on information already seating with some of its member organisations such as CCMG that have been observing these electoral events for information to inform their final assessment of the electoral process. It can also pull-on information on the media conduct from its member organisations that have set up elaborate media monitoring programmes such as MISA.

With the time remaining to the general election focus of DEMOG should be on the preparation for the observation of the voting and post-election activities and can leverage on information from its member organisation for information on the status of the pre-election environment to include assessments on the delimitation of boundaries, voter registration and political party nominations. Furthermore, DEMOG will have to consider how they will handle the election monitoring in correctional centres which will be polling stations for the first time since independence.

Campaign monitoring

This activity will be undertaken to monitor the conduct of rallies, meetings, processions, and other political activities. A standard observation form will be designed for use by DEMOG members to monitor campaign activities including the conduct of electoral and security officials. Again, DEMOG will rely on its member organisation that have already set up robust LTO programmes and will adapt the use of their materials for use by other members of DEMOG. Information collected by these member organisations will be used to inform DEMOG's assessment of the campaign period.

Support towards the development/updating of an online/offline platform to track the electoral process environment in terms of compliance to national and international guidelines, coupled with routine analysis and reporting/dissemination of findings on the status to key electoral stakeholders will be undertaken.

Media updates will be periodically shared. Setting up and strengthening of periodic dissemination platforms, coupled with increased stakeholder participation in these platforms, including local and international media coverage of the same.

Online data platform

The Steering committee and the ICTs expert working with the relevant cluster subcommittee will be responsible for setting up a virtual platform for the purposes of mapping incidents and reports as they are received from the various sources. The virtual platform will be utilized to provide timely and credible information and updates to the key internal and external stakeholders. All information/incidents will be verified prior to being uploaded on the platform. A consultant will be engaged to provide technical support in the development and maintenance of the platform. The data reported through the platform will be analysed to identify critical incidents, critical areas of concern and inform the advocacy agenda of the DEMOG. Issues of security of data will be dealt with by the Steering Committee.

Media monitoring

To encourage a level playing field, the DEMOG will undertake a media monitoring analysis of the print, electronic and social media. Their weekly findings will be publicised to enable the media to ensure that they contribute positively to deliver a free and fair election. This is because

media plays an important aspect throughout the electoral process. The monitoring will take the form of daily content analysis.

Strategy meetings

The Steering Committee Meetings

The Steering Committee will be responsible for decision making, strategy and policy matters. DEMOG steering committee will convene as prescribed in the Charter and when need arises to build consensus on strategies and methodological approach. In addition, the Steering Committee will ensure that the DEMOG strategy responds timeously to emerging political developments through undertaking robust advocacy interventions and tracking the project progress and results. The Steering Committee can make recommendations to adapt the DEMOG to emerging developments. The Committee shall work out modalities for bringing external experts to support their work. A minimum of three meetings are proposed as an activity between the launch of the activities and the election day.

Cluster Coordination Meetings

The proposed thematic clusters for the DEMOG are: Programmes; Media and ICTs; Finance, logistics and procurement; Special interest groups and Legal services. All Advocacy initiatives will be undertaken by the Steering Committee through cluster subcommittees with the assistance of the DEMOG secretariat (project technical team). The secretariat will ensure collaboration and coordination amongst CSOs in the various clusters to avoid duplication and overlapping of activities. Each cluster will convene meetings at agreed intervals to discuss the various aspects of their committee work and emerging issues that will feed into the broader CSOs interventions of the DEMOG. It is proposed that the clusters will have at least 2 physical meetings and 4 virtual meetings before the elections. Virtual meetings, however, must be carefully planned to avoid unauthorised persons to access the meetings or their content. The DEMOG secretariat will convene the meetings and take minutes.

Publicity activities

Advertisements

To inform the public, sensitize voters, promote peace, and enhance the electoral process, DEMOG will publish a series of educational materials and advertisements in both the electronic and print media. The activities are intended to enable both visibility of DEMOG on one hand and to carry out civic and voter education on the other hand.

Television programmes.

The programmes will be designed to encourage voters and the general public to discuss issues that will be pertinent in the 2021 elections. The programmes will also create a platform for interaction between the public and the DEMOG.

Radio programmes

Similarly, radio programmes will allow various stakeholders to express their opinions about the electoral process and how to maintain peace throughout the process. Above these radio programmes will provide visibility to DEMOGs work as well as to build confidence in the electoral process.

Press conferences and press statements

The DEMOG will draft and endorse joint statements that will be generated under this collaboration. The CCMG which houses the DEMOG secretariat will coordinate network members to reach consensus on all statements and press conferences conducted collectively by

the DEMOG. The media cluster will provide technical support to the DEMOG to disseminate press statements and convene press conferences.

Table 3: Summary of pre-election activities

Outputs	Strategic Activities
Facilitate for effective participation of all stakeholders	Pre-election activities Inception and launch of DEMOG and its activities
	National Induction and preparatory workshops
	Election Observation preparatory activities <ul style="list-style-type: none"> • Recruitment, training, deployment and visibility Strategy Development • Standardise training, election monitoring and observation tools
	Materials Development and validation
	Capacity Development
	Observing the Pre-election Period
	Conduct media monitoring
	Conduct campaign monitoring
	Publicity activities <ul style="list-style-type: none"> • Package educational/DEMOG visibility materials and put out advertisements. • Conduct Television programmes • Conduct Radio programmes • Hold Press conferences and issue press statements.
	Create an Online data platform
Strategy meetings. <ul style="list-style-type: none"> • Hold steering committee meetings. • Hold cluster coordination meetings 	

Polling day activities

Election day observation Preparations

STO strategy Development

DEMOG will develop the STO strategy including a public STO communication, recruitment, training, and deployment strategy. Recruitment of observers through the broad-based civil society members will be undertaken taking into consideration the complete country coverage of the STO effort. In addition, DEMOG will support the training of STO observers from selected partner organisations. To standardize the trainings, three manuals will be developed/updated:

- an election observer manual (an administrative/training guide focusing on roles and responsibilities of individuals and teams,
- including code of conduct and communication platforms before, during and after elections;
- an STO and regular observer manual (which contains additional detail on completing the online and offline STO platform and incident forms);
- as well as the SBO observer manual (specifically on using text messaging to transmit SBO data to the national observation centre).

Training of master trainers

DEMOG will orient/train master trainers who will be responsible for training constituency supervisors and observers. The master trainers will be identified through the network

membership. The objective of the training will be to equip the master trainers with new techniques and methodologies for the STO. They will be taken through the developed forms and manuals.

Training of constituency supervisors

The trainings will be clustered into 4 zones in the South, East, Centre and North for easy administration and management. The constituency supervisors will be provided with logistical support in terms of airtime and travel allowances. The training will be for two days.

Training of Data entry clerks and phone operators

The data entry clerks, and phone operators will be trained on how to handle information from field by observers. The training will be for one day.

Recruitment, Training and Deployment of Observers

DEMOG partners will recruit, train and deploy observers at the same time ensuring that the STO observers fully understand their responsibilities as observers.

Data base development

Further, DEMOG will support the deployment and coordination of observer teams and managing a secure, reliable process of data transmission and reporting system. DEMOG will establish a national data centre to capture STO findings from the elections. As part of this effort, a database would be designed to facilitate rapid data entry and analysis and would serve as a storage bank for STO findings.

Setting up a Coordinating Centre

DEMOG will establish a national coordinating centre to collect and analyze reports submitted by observers spread across the country. Observers will send in incident reports and results forms directly to the centre. The coordinating centre will have; a call centre, a computer network and a server hosting the master database.

Internal Communications Systems

With support from experts specializing in ICT DEMOG will employ innovative mobile and internet technologies for rapid transmission of findings from observers to the national coordinating center, as well as to develop contingency plans in case of a breakdown in the system.

Monitoring the voting

On election day DEMOG shall support the deployment of observers and monitors to observe the environment both inside and outside the polling stations. The monitors will observe the conduct of election officials, security officials and voters and raise any critical incident during voting through the agreed channels. The monitors will also assess the accessibility of voting for special groups such as women, the aged and people with disabilities.

Observing the vote counting at the polling stations

DEMOG members will monitor the polling to ascertain that ballots are counted accurately and reflect the wishes of the voters. They will ensure that the ballots that will be declared invalid will properly be identified and preserved for review. The monitors will also ensure that the results of the count at the polling station are passed on to the appropriate authorities. In addition, the monitors will ensure that results will be tabulated accurately and reported to the stakeholders as provided for by the electoral laws in a timely manner. The monitors will also observe whether the processes of counting ballots, transmission and tabulation of results are

conducted in a transparent and secure manner to the satisfaction of all the competitors and the electorate.

Monitoring the result announcements at the collation centres

The DEMOG members will monitor the process of collecting ballot boxes from individual polling stations to the collation centres and the consequent announcement of the results. They will compare the results transmitted from the polling stations to those announced at the collation centres. The monitors will also receive complaints from political party agents and candidates.

Monitoring and observing the results management at the national tallying centre.

DEMOG members will assign monitors and observers to be accredited to observe the management and announcement of results from constituencies at the national tallying centre. They shall report any incidents regarding conduct of electoral officials.

Issuance of Statements

DEMOG will support the drafting of election monitoring statements drawing on the findings and analysis from the STO. DEMOG would draft a preliminary statement within approximately 24 hours of the closing of polls that includes appropriate information on the conduct of the general election. Additionally, DEMOG will support documenting lessons learnt, challenges and successes and effectively dissemination to electoral stakeholders to ensure availability and access to information pertaining to the process and results of the observation efforts.

Outreach activities

Citizen observation groups can provide an important, independent validation on the electoral process. Doing so effectively, however, requires rapidly collecting and managing large amounts of information from hundreds or thousands of observers and being able to determine what the data means and who uses it in a timely way. The challenge with past data driven observation efforts has been the inability of CSOs to effectively mine and communicate the data to inform decision making and other elections processes such as civic and voter education. In order for the findings to make meaningful contributions to ongoing electoral processes, there is a need for effective and efficient analysis of data culminating in the development of an effective communication strategy for sharing data driven findings with target audience, such as, the ECZ, electoral contestants, strategic institutions and members of the public at large. In order to support this critical initiative DEMOG, will support data mining, analysis and communication. This will include, but is not limited to, enhancing its ability to make use of electoral observation tools, methodologies, and related outputs for effective oversight of the electoral cycle.

Table 4: Summary of polling day activities

Outputs	Strategic Activities
Peaceful and transparent voting day process	Conduct election day observation Preparations.
	STO strategy Development
	Training of Monitors
	Data base development
	Conduct monitoring of activities during the voting
	Observe the vote counting at the polling stations
	Monitor the result announcements at the collation centres
Monitor and observing the results management at the national tallying centre	

Outputs	Strategic Activities
	Compile and produce election day monitoring reports
	Issuance of Statements

Post-election phase

Monitoring and observing verification of results.

DEMOG shall participate in observing the verification process of results and ensure that it is carried out in accordance with the law and the laid down procedures.

Acceptance of the results monitoring

DEMOG will monitor the reactions of both those pronounced winners and losers in the aftermath of elections. In the longer-term advocate for a more transparent process which convinces losers to accept the results of the elections.

Post-election dispute management.

DEMOG will also monitor the aftermath of the elections for any reprisals or violence in the face of the announcement of the results.

Press conference and press statement

DEMOG will address a press conference and issue a statement on the conduct of the elections.

Post-Election Review

After elections, DEMOG will undertake a post-election review to reflect on the whole monitoring exercise. This will take the form of a conference with all stakeholders.

Report publication

A report will be produced and published with lessons and areas that need further attention. Data generated complementarity at all levels will strategically feed into and inform the advocacy work before, during and after elections. Using the Compendium on Election Observer recommendations and analysis commissioned by the UNDP DSZ project, DEMOG will provide technical support towards the tracking of electoral reforms (legal, electoral, procedural, political) throughout the electoral cycle. The findings from the tracking exercise will inform the civic and voter education as well as the lobby and advocacy initiatives.

Advocacy strategies for electoral and political process reforms.

At times advocacy strategies have failed to go beyond drawing attention to a cause. It is unfortunate that the government, specifically on elections, creates the impression that reforms are foreign and unnecessary depending on who their audience is. It can be suggested that advocacy strategies may not have been successful in the post-election phase of the election cycle as demonstrated by the failure of the passage of Bill 10. DEMOG will therefore support the strengthening of advocacy strategies based on international best practices and experiences from others who may have successfully advocated for issues in Zambia. Through creating platforms to constantly review and share information and strategies including supporting revised initiatives of advocacy, the project will seek to increase the success rate of advocacy strategies. DEMOG will support the capacity building of its members on advocacy strategies on electoral and political processes. This will increase the pool of organisations taking the lead in advocating for electoral reforms at national and local level.

Implementation of key electoral and political process reforms that improve the quality of elections in Zambia.

There has been a traditionally slow pace of implementation of reforms with the authorities in Zambia opting to cherry pick reforms without engaging other key stakeholders on the process. In past elections reforms have been implemented on the eve of elections skirting the consequential issues for purposes of creating a facade of change as witnessed prior to the 2016 election. Through the proposed project DEMOG, will lead efforts to bring together election stakeholders to consider how reforms can be implemented. DEMOG will support partner CSOs to monitor implementation of observer recommendations from previous electoral cycles.

Table 5: Summary of post-election activities

Outputs	Strategic Activities
Capacity of DEMOG to advocate and raise awareness on postelection issues and electoral reforms	Monitor and observe verification of Results
	Monitor and observe acceptance of the results by parties and candidates
	Monitor and observe post-election dispute management.
	Hold press conference and issue press statement
	Hold a post-election review conference
	Publish a report on the elections
	Convene reform-centred advocacy work on and around electoral laws with key stakeholders such as the ECZ and civil society organizations working on electoral related matters.
	Plan and design an advocacy strategy
	Conduct advocacy and education activities

Supporting legal and regulatory instruments

The implementation of this Charter will be complemented by various Acts of Parliament and other instruments as outlined below: -

Table 6: Supporting legal and regulatory instruments.

S/N	Enabling instrument	Provisions
1.	The Constitution of Zambia Chapter I of the laws of Zambia	Provides for the fundamental human rights of all citizens
2.	Electoral Process Act No.35 of 2016	Provides for the conduct of elections in Zambia
3.	NGO Act no.	Provides of the registration of NGOs
4.	African Charter on Democracy Elections and Governance (ACDEG)	Provides for the promotion of regular free and fair elections and to institutionalize legitimate authority of representative government as well as democratic change of governments.
5.	African Peer Review Mechanism	Provides for mechanisms for strengthening democratic governance and credible electoral processes.
6.	African Governance Architecture	Provides for the promotion of good governance and strengthening of democracy in Africa.
7.	Southern African Development Community (SADC) principles and guidelines governing democratic Elections	Provides a basis for the assessment of electoral processes in Member States.
8.	Principles for Election Management, Monitoring and Observation	Provides for the principles for credible election management and monitoring

9.	Guidelines for Election Observation & Monitoring Missions	Provides for the essential elements for monitoring and observer missions
10.	International Convention on Civil and Political Rights	Enables enjoyment of civil and political rights which includes the right to participate in elections
11.	Universal Declaration of Human Rights	Foundation of the human rights discourse

Cross Cutting Issues

Gender Integration

Zambia is a very patriarchal society as power is largely resident in and retained by men. The project partners recognize the different implications of power dynamics for different social groups. This power is exercised to retain influence, control, and access to resources in decision making. Opinion leaders who influence electoral reforms are predominantly men as shown in the composition of key institutions such as traditional leaders, councils and parliament. Women who run for office and claim their right to equal representation in political processes often encounter increasing levels of sexual harassment, hate speech intimidation and abuse. This project will monitor Violence Against Women in Elections (VAWIE) using tools developed for that purpose and articulate the barriers that women face in participating in electoral processes. Recruitment for monitors policy will specifically direct for the equal representation of women as monitors.

In the same line, the interventions will deliberately create safe spaces for women and youth to participate by integrating a shared democratic value system (Ubuntu-as locally understood) across the project partners. DEMOG and its feminist project partners to include the Zambia's Women's Lobby will also facilitate gender trainings to the rest of the consortium and other project partners leading to the development of a gender integration and inclusion guideline for the intervention. All the gender-specific and disaggregated information will be systematically documented, monitored and used for future learnings throughout the project cycle.

Special interest groups

DEMOG will mainstream issues of special interest groups throughout the activities that will be implemented. These special interest groups are the women, youth, aged and persons with disabilities. Consideration of affirmative action wherever possible must be done for purposes of inclusivity. Building capacity of civil society actors representing marginalized constituencies engaging in election observation activities.

DEMOG will work on strengthening the capacity of member organisations that represent marginalized constituencies, the youth, women, the disabled, and the elderly, among others to increase their capacity to engage in election observation. The focus will be on enhancing their capacity to representing marginalised constituencies to implement stand-alone, but complementary observation efforts that feed into their issues.

Resource mobilisation and Financing

Given that financial resources will remain a constraining factor, effective resource mobilisation, utilisation and accountability should be given paramount consideration and priority. Tied to this is the need for adequate and timely funding during implementation of the Charter. The DEMOGS will have to embark on strategies to mobilise resources in order to realise the aspirations outlined in the DEMOG Charter.

Monitoring and Evaluation

A Results Based Management Information System (RBMIS) should be established to track implementation (efficiency) and performance (effectiveness) of this Charter. The overall aim of the Monitoring and Evaluation (M&E) Framework is to ensure that the DEMOGS can systematically generate, capture and disseminate information and increase knowledge through increased investments in monitoring and evaluation activities. This will strengthen the effectiveness and impact of co-ordination and implementation of the various cluster areas.

Financial management

DEMOG should put in place clear internal controls and procedures for managing the finances to implement the proposed election and observation activities. Proper and appropriate accounting systems are important in order for the organisation to prepare reports and track the financial expenditures effectively. This will enable the organisation to work within budget limitations and avoid cash flow problems. The organisation shall prepare financial reports periodically and the steering committee through the project coordinator and finance officer should certify that all transactions are properly charged.

DEMOG Illustrative Activity Plan for Year 1

Key to the successful implementation of the DEMOG project is the close partnership and collaboration between project partners and relevant stakeholders. The launch of the project will start with preparatory kick-off meetings bringing together key implementation project team members and laying the foundations for the project. This will be followed by a DEMOG Project Inception coordination workshop. To ensure, continual coordination, flexibility, creation of innovation and teamwork, the Consortium will conduct several coordination meetings monthly for Project Managers and Senior Officers. At the same time, the Directors will meet monthly at the management level. Project partners will then facilitate workshops and collaborative initiatives both at a community and national level. Additional details are provided in the following chart.

Table 7: DEMOG Illustrative Activity Plan for Year 1

Activity	M1	M2	M3	M4	M5	M6	M7	M8
Preparatory Activities: Post Elections								
Inaugural meeting: An internal start-up meeting with all implementing partners will be conducted.								
National Induction and preparatory workshop								
Training of programme team								
Mapping for partner organizations								
Publicity activities								
Develop a social media strategy								
Create an Online platform								
Package educational/DEMOG visibility materials and put out advertisements.								
Conduct Television programmes								
Conduct Radio programmes								
Hold Press conferences and issue press statements.								
DEMOG coordination meetings								
Monthly DEMOG Coordination meetings								
Steering Board Meetings								
Cluster sub-committees								
DEMOG Election Observation preparatory activities								
Standardise training, election monitoring and observation tools (for both LTO and STO)								
Recruitment, training, deployment, and visibility Strategy Development (for both LTO and STO)								
Pre-Election Period								
Capacity building training/coalition building workshops								
Develop observer training materials								
Develop online checklist and develop and periodic update of database								
Develop and update online/offline electoral process tracker								

Activity	M1	M2	M3	M4	M5	M6	M7	M8
Recruit, train and deploy LTOs and monitors to assess pre and post-election environment ⁴								
Create Media Monitoring Tool to track Misinformation and Disinformation								
Conduct media monitoring								
Monitor the Campaign period								
Conduct election day observation Preparations								
STO strategy Development								
Develop a Communication Strategy/ Training and mentoring on packaging audience specific content								
Data base development								
Data mining, analytics and documentation training and mentoring								
Training of Observers on use of electoral ICTs								
Develop short-term election observation tools								
Facilitate formation of provincial observation coalitions								
Election Day Observation								
Conduct monitoring of activities during the voting								
Observe the vote counting at the polling stations								
Monitor the result announcements at the collation centres								
Monitor and observing the results management at the national tallying centre								
Production of regular election situation reports								
Compile and produce election day monitoring reports								
Issuance of Statements								
Post-Election Observation								
Monitor and observe verification of Results								
Monitor and observe acceptance of the results by parties and candidates								
Monitor and observe post-election dispute management.								
Hold press conference and issue press statement								
Hold a post-election review conference								
Publish a report on the elections								
Convene reform-centred advocacy work on and around electoral laws								
Plan and design an advocacy strategy								
Conduct advocacy and education activities								

⁴ This activity will ride on going activities since there is not time for implementation

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