



Annual Work Plan

Democracy Strengthening in Zambia (DSZ)

2024



with the financial support of the cooperating partners



Project ID: 00124412

Implementing Partner: United Nations Development Programme
(UNDP)

Start Date: 01 January 2020

End Date: 31 December 2024

Period covered: 01 January to 31 December 2024

Brief Description

The Democracy Strengthening in Zambia (DSZ) was originally envisaged as a three-year (2022 – 2023) multi-donor project based on the recommendations of the Needs Assessment Mission (NAM) conducted by the United Nations in 2018. The project is aligned and is supportive of Zambia's Sustainable Development Partnership Framework: 2023-2027 (UNSDPF), UNDP Strategic Plan (2022 – 2025) and the Country Programme Document (CPD). Whereas the project was originally designed under the 7th National Development Plan 2017 - 2021, it has since been aligned with the 8th National Development Plan (2022 – 2026). Strategic Development Area 4: Good Governance Environment, identifies "respect for human rights and freedoms, entrenching transparency and accountability, participation, strengthening the democratic process" as the "precursor for transforming the economy, sustaining economic growth and promoting human dignity, thereby safeguarding lives and livelihoods".

Following consultations among stakeholders, informed primarily by the outstanding project results and the slow pace of election-related reforms, especially those requiring constitutional and legislative amendments, a decision was made to extend the project by a further 12 months, ending on 31 December 2024. The extension was approved by the United Nations Under-Secretary-General for Political and Peacebuilding Affairs, within the framework of the 2028 NAM. Thus, during extension period, UNDP aims to support key electoral and judicial sector reforms; strengthening election-related institutions, systems, and processes, to enhance partners' preparedness for the 2026 electoral cycle. This includes support for the implementation of key election observers' recommendations arising from the 2021 elections; policy measures for the inclusive participation of women in elections and politics; increased capacity and profiles of elected women leaders; and strengthening the national infrastructure for peace to counter political violence. The planned activities will contribute directly to the Government's expressed intention¹ to initiate electoral and judicial sector reforms. In relation to election dispute resolution, the Chief Justice recently established an Advisory Committee on Elections Management. Among other things, the advisory committee is expected to "advise the Chief Justice on court rules and procedures, institutional arrangements, administrative mechanisms, and measures for the effective disposal of election-related disputes"².

The 2024 AWP primarily focuses on nine main areas of work, namely:

1. Institutional and capacity development of the Electoral Commission of Zambia
2. Technical and financial support to the Ministry of Justice-ECZ led technical committee that will spearhead election-related constitutional, legislative and policy reforms. The work of the erstwhile Inter-Agency Working Group (IAWG) which was established with the project's support will be subsumed under the new technical committee.
3. Technical and financial support to the Judiciary's Advisory Committee on Elections Management to facilitate election dispute resolution aspects of planned Judicial Sector Reforms
4. Consensus building on minimum legal and policy measures for enhanced Gender Equality and Social Inclusion³
5. Consensus building on new/revised regulatory framework for political parties to enhance political and campaign financial transparency and accountability, gender and social inclusion, and intra-party.
6. Strengthening national peace architecture to prevent and mitigate political violence⁴
7. Rolling out of the Public Events Management System (PEMS), an online platform that was developed with the project's support to enhance transparency and accountability in the administration of the Public Order Act by the Zambia Police Service in facilitating public meetings, processions, and demonstrations.
8. Capacity building and outreach activities of the Women's Parliamentary Caucus as role models and advocate for the increased representation and participation of women in politics.
9. Improved public participation in parliamentary processes through, among other things, enhanced utilization of the my-eParliament mobile application whose development was supported by the project.

¹In a letter to the Cooperating Partners Group the Ministry of Finance and Planning (Secretary to the Treasury) expressed the Government's intention to "spearhead electoral reforms and judicial sector reforms, in line with the aspirations of the 8NDP and Presidential directives aimed at improving service delivery, enhancing institutional performance and strengthening democratic and political governance", 8 Sept 2023.

²Terms of reference for the Advisory Committee on Elections Management

³This includes building consensus on electoral system reforms and temporary special measures for gender equality, youth and persons with disabilities' participation and representation in elections and politics.

⁴This work is being undertaken in partnership with the Resident Coordinator's Office as part of the Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention.

Partnerships will be maintained and strengthened with the following institutions, among others, the ministries of Justice, and Home Affairs and Internal Security, Electoral Commission of Zambia, Zambia Police Service, National Assembly of Zambia, the Judiciary, Department of National Guidance and Religious Affairs, Church Mother Bodies, Zambia Centre for Interparty Dialogue, Zambia Law Development Commission, and civil society organisations.

Under this work plan, a budget of US\$2,306,895.10 is proposed. This represents 20% of the revised multi-year budget of US\$11,808,127.31. 57% is allocated to *Result Area 1: Electoral Institutions and Processes Strengthening*, while 10% will go towards *Result Area 2: Programming for Peace*. Therefore, a total of 67% of the budget has been allocated for programme activities while 33% is for programme management (including 7% to indirect costs).

Contributions to:

UNSDPF (2023 –2027): Strategic Priority 3: Peace
Outcome 3 By 2027, all people, including the marginalized and vulnerable groups, participate in and benefit from sustained peace, democracy, human rights, rule of law, justice, non-discrimination, equality, and inclusive and transformative governance.

UNDP SP (2022 – 2025):
Signature Solution 2: (Governance) helping countries address emerging complexities by “future proofing” governance systems.

Signature Solution 6 (Gender Equality) confronting the structural obstacles to gender equality and strengthening women’s economic empowerment and leadership.

CPD (2023 – 2027):
Outcome 2: Citizens’ expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Gender Maker Scores:

Result Area 1: Electoral Institutions and Processes Strengthening (GEN – 2)

Result Area 2: Programming for Peace (GEN – 1)

Revised Multiyear Budget		USD
		11,808,127.31
Funding Contributions and Pledges	EU	7,045,800
	France	29,869
	Germany	576,315
	Ireland	1,046,520
	Sweden	992,156
	UKAID	691,341
	UNDP	938,441
	USAID	500,000
	Total	11,820,441

Note: United Nations rates of exchange at the time of the pledge or signature of agreements are used for the conversion to United States dollars.

Approved by:

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Signature 6A49C35EE13D442...

James Wakiaga
UNDP Resident Representative

14-Dec-2023
Date

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DEMOCRACY STRENGTHENING IN ZAMBIA PROJECT 2024 PROPOSED WORK PLAN - GENDER MARKER 2									
EXPECTED RESULTS	PLANNED ACTIVITIES	TIME FRAME – YEAR 5				RESPONSIBLE PARTY	BUDGET DESCRIPTION/ MODALITY	AMOUNT (USD)	
		Q1	Q2	Q3	Q4				
Output 1.1. Support for inclusive participation and reduced discrimination Indicators: 1.1.1 National conference on inclusive participation held 1.1.2 Number knowledge products on inclusive participation developed and published Baseline: 3 Knowledge products on inclusion commissioned and published Target • At least 3 knowledge products commissioned, published, and disseminated • 500 copies of knowledge products printed and disseminated	RESULT AREA 1: ELECTORAL INSTITUTIONS AND PROCESSES STRENGTHENED								
	Result 1: Decision-making is more inclusive and participatory, and discrimination is reduced (Gender Marker 2)								
	Activity 1.1.1 Support to Women, Persons with Disabilities (PWDs) and Youth Participation in Elections								
	i. Support legal reforms and policy measures for increased participation of women, youth, and persons with disabilities in elections and politics					UNDP, Gender Division, CYLA, NGOCC, ZNWL, ZLDC, ZCID, ZAFOD	Contractual services (72100) Conferencing (75700) / UNDP Direct Implementation	80,000.00	
	Subtotal							80,000.00	
Output 1.2 Support to improved inclusiveness of elected bodies. Indicators: 1.2.1 Number of outreach activities conducted by women MPs to promote women’s participation in elections and politics; 1.2.2 The number of people reached by the Women MPs outreach activities. Baseline: • No outreach activities by women MPs supported by the project. • No baseline on women participation in parliamentary debates. • No baseline on MP interaction with their electorate. Target • At least 10 outreach activities by women	Activity 1.2.1: Support Inclusion Measures of the National Assembly								
	i. Support targeted outreach activities of Women’s Parliamentary Caucus to promote women’s participation in governance					National Assembly UNDP	Contractual services (72100) Conferencing (75700) / UNDP Direct Implementation	85,000.00	
	Subtotal							85,000.00	

MPs to promote women's participation in elections and politics. 60% increase in knowledge among participants. • 15% increase in participation of women through parliamentary debates based on the review of Hansard records								
Output 1.3 Support the inclusion of Civil Society and Civic Engagement Indicators: 1.3.1 Number of Domestic Election Monitoring and Observation Group (DEMOG) standards developed with project support 1.3.2 Proportion of EOM recommendations adopted and implemented Baseline: •No minimum standards for DEMOG in place. • No systematic tool for civil society to track implementation of EOM recommendation from one election to another. Target •DEMOG standards developed and disseminated At least 50% of domestic observer missions adopt the updated DEMOG during the 2021 elections.	Activity 1.3.1: Strengthened domestic election observation frameworks							
	i. Strengthen the capacity of the Domestic Election Monitoring and Observation Group (DEMOG) to implement domestic monitoring standards, advocate for the implementation of EOM recommendations through the proposed electoral reforms framework.					UNDP DEMOG	Contractual Services (72100), Conferencing (75700)/UNDP Direct Implementation	30,000.00
	Monitoring							3,900.00
	Subtotal							33,900.00
	Subtotal for Result 1							198,900.00
	Result 2: Institutions are strengthened to be responsive and accountable, providing access and services (Gender Marker: 1)							
Output 2.1 Enhancing Electoral Support Institutions Indicators 2.2 Number of Members of Parliament and staff trained disaggregated by gender. 2.3 Percentage change in level of knowledge based on the training Baseline • No trainings have been conducted by the project for Parliamentary Committees responsible for electoral reform Target • At least 2 capacity building training sessions for Committee members and staff, held in 2023.	Activity 2.1.1: Parliamentary staff and committees are strengthened							
	i. Roll out of capacity building and training targeted at selected parliamentary committees that are likely to deal with electoral and governance-related legislation					National Assembly UNDP	Contractual services (72100), Conferencing (75700)/ Direct Cash Transfer	60,000.00
	Subtotal							60,000.00

60% increase in knowledge among participants.							
Output 2.2 Support to Electoral Dispute Resolution (EDR) Indicators 2.2.1 Number of judicial officers trained in the EDR disaggregated by gender; 2.2.2 % increase in knowledge among participants. 2.2.3 Electoral Dispute Resolution knowledge product (2nd Edition Electoral Petition Digest) published and disseminated. Baseline • The project trained 353 various categories of judicial staff in EDR in the run up to 2021 elections. Target • At least one training session on updated EDR processes and procedures conducted for each category: i.e. judges, magistrates, prosecutors, and private counsels. Altogether, 4 sessions during Year 2023.; 60% increase in knowledge among beneficiaries. • 200 copies of the 2nd Edition of the Election Petition Digest published and disseminated	Activity 2.2.1: Strengthen Judiciary Electoral Dispute Resolution (EDR) processes						
	i. Training for adjudicators and support staff on management of election disputes based on the EDR manual				UNDP Judiciary MOJ	Conferencing (75700)/ UNDP Direct Implementation	42,000.00
	ii. Support to the Advisory Committee on Election Management on EDR-related Judicial Sector Reforms				UNDP Judiciary MOJ	Conferencing (75700) Contractual services (72100)/ UNDP Direct Implementation	231,892.57
	Monitoring				UNDP	Travel (71600)/ Contractual Services (72100)	6,677.85
	Subtotal						280,570.42
	Subtotal for Result 2						340,570.42
Output 3.2 Support to the National Assembly Communication Strategies Indicators 3.2.1 National Assembly communications and media strategy disseminated 3.2.3 Number of citizens engaging their MPs through different platform Baseline • Communication strategy for the National Assembly developed with the support of the project. Target • 500 copies of the NA communication strategy disseminated.	Activity 3.2.1: Enhance the communication practices of the National Assembly						
	i. Support roll out of the National Assembly Communication Strategy.				National Assembly UNDP	Contractual services (72100), Conferencing (75700)/ Direct Cash Transfer	30,000.00
	ii. Monitoring				UNDP	Travel (71600)/ Contractual Services (72100)	600.00
	Subtotal						30,600.00
	Subtotal for Result 3						30,600.00

• 50% of 156 MPs have at least one public engagements with their constituents								
Output 4.1. Technical support and capacity strengthening for the ECZ Indicators 4.1.1 Number of ECZ staff trained BRIDGE training 4.1.2 Number of voters reached through voter education initiatives by the Third Party disaggregated by age, gender, disability. Baseline 1. The project supported the institutional assessment of ECZ 2. Project has provided long-term technical assistance in election logistics Target • ECZ institutional capacity development plan adopted and rolled out • At least 50% of the identified capacity development measures implemented. •two supplementary (primary and secondary) reading materials on voter education developed and published	Result 4: Technical and organizational capacities of national electoral stakeholders strengthened Gender Marker: 1							
	Activity 4.1.1: Provision of technical support to ECZ							
	i. Roll out of capacity building and training programmes to re-engineer and strengthen systems, incl. through BRIDGE training for Commissioners and relevant staff (governance, voter education, logistics, M & E etc)					UNDP ECZ	Conference (75700)/Direct Cash Transfer & UNDP Direct Implementation	85,000.00
	ii Implementation of ECZ Gender & Social Inclusion Policy					UNDP ECZ	Conference (75700)/Direct Cash Transfer & UNDP Direct Implementation	30,000.00
	Subtotal							115,000.00
	Activity 4.1.2: Provision of voter education							
	i. Support ECZ to roll out the revised voter education school curriculum in collaboration with the Curriculum Development Centre and Ministry of Education.					ECZ UNDP	Contractual services (72100), Conferencing (75700)/ Direct Cash Transfer	30,000.00
	ii. Monitoring					UNDP	Travel (71600)/ Contractual Services (72100)	2,900.00
	Subtotal							32,900.00
	Subtotal for Result 4							147,900.00
Output 5.1 Support to the reform process Indicators 5.1.2 Percentage of adopted recommendations from assessment of electoral laws and observers implemented 5.1.3 Number of knowledge sharing forums held on electoral reform 5.1.4 Number of people participating in	Result 5: Credible and legitimate institutions work with integrity Gender Marker: 2							
	Activity 5.1.1: Legal and regulatory assessment, consolidation, and analysis of observer recommendations.							
	i. Support to the Technical Committee on Electoral Reforms: Gap analysis legal research and review of manuals and guidelines					ECZ ZLDC MOJ	Contractual services (72100), Conferencing (75700)/ Direct Cash Transfer	144,218.38

<p>knowledge/consultative sharing forums on electoral reforms, disaggregated by age, gender, disability</p> <p>Baseline</p> <ul style="list-style-type: none"> Supported legislations permitting PLC voting and participation in the electoral processes. Supported consultative and validation meetings to repeal and replace the Public Order Act Co-financed development of ZCID Strategic Plan <p>Target</p> <ul style="list-style-type: none"> At least 4 consultative forums on legal and constitutional reforms on gender and social inclusion in the electoral process. At least 3 expert reports on electoral and legislative reforms developed and published. At least two sessions held on election-related legal drafting. 3 dialogue forums on Political Parties Bill held 	ii. Support to the Technical Committee on Electoral Reforms: Public and stakeholder consultative meetings				ECZ ZLDC MOJ	Contractual services (72100), Conferencing (75700)/ Direct Cash Transfer	266,538.17
	iii. Support to the Technical Committee on Electoral Reforms: Drafting of legislation (bills) and manuals				ECZ ZLDC MOJ	Contractual services (72100), Conferencing (75700)/ Direct Cash Transfer	128,260.24
	iv. National Validation Meeting				ECZ ZLDC MOJ	Contractual services (72100), Conferencing (75700)/ Direct Cash Transfer	30,425.39
	Subtotal						569,442.17
	Activity 5.1.2: Support for the legal drafting process						
	ii. Support to interparty dialogue and consultative process towards the legislative review and enactment of new political party registration, regulation, framework including campaign financing, gender, and social inclusion.				UNDP ZCID TIZ	Contractual services (72100), Conferencing (75700), Direct Implementation	40,000.00
	Subtotal						40,000.00
	iii. Monitoring				UNDP	Travel (71600)/ Contractual Services (72100) Direct Implementation	12,188.84
	Subtotal						12,188.84
	Subtotal for Result 5						621,631.02
<p>Output 6.1 Promote electoral security</p> <p>Indicators</p> <p>6.1.1 Number of stakeholders trained in the use of Public Events Management System (PEMS).</p> <p>6.1.2 Percentage change in knowledge of</p>	Results Area 2: Programming for Peace						
	Result 6: Conflict mitigation mechanisms to support the peaceful conduct of elections are enhanced Gender Marker: 1						
	6.1.2: Support the development and establishment of a transparent Public Events Management System (PEMS)						

<p>stakeholders trained in the use of PEMS</p> <p>Baseline</p> <ul style="list-style-type: none"> • PEMS has been developed with support of the project PEMS validated by electoral stakeholders including CSOs and political parties <p>Targets</p> <ul style="list-style-type: none"> • Train 156 Police officials in operations of the PEMS. • PEMS established and rolled out to at least 21 sites across the country. 	ii. Support to the roll-out and deployment of equipment for the PEMS system				UNDP ZPS	Equipment (72500), Conference (75700)/ Direct Cash Transfer	50,000.00
	iii. End-user training and awareness creation on the PEMS				UNDP ZPS	Conferencing (75700) / UNDP Direct Implementation	20,000.00
	Subtotal						70,000.00
<p>Output 6.1.4 Enhanced Communication Capacity of the Zambia Police Service</p> <p>Indicators</p> <p>6.1.4.1 Number of public awareness events conducted to disseminate the Zambia Police communication strategy.</p> <p>6.1.4.1 Number of people reached through public awareness disaggregated by age, gender, disability.</p> <p>Baselines</p> <ul style="list-style-type: none"> • Communication strategy for ZP has been developed • Police training in media and elections completed <p>Targets</p> <ul style="list-style-type: none"> • 500 copies of the ZP communication strategy printed and disseminated • 2000 people reached by ZP through awareness events and the various social media platforms 	6.1.4: Enhanced Communication Capacity of the Zambia Police Service (ZPS)						
	i. Validation and Dissemination of the ZPS Communication Strategy				UNDP ZPS	Design & printing (72500) Conference (75700)/ Direct Cash Transfer	25,000.00
	ii. Public Awareness Activities on the new Public Gathering Act				UNDP	Contractual services (72100)	10,000.00
	Subtotal						35,000.00
<p>6.2 Support to political violence early warning system</p> <p>Indicators</p> <p>6.2.1. A gender and socially inclusive</p>	6.2.1: Support to Support to Political Violence Early Warning System						

<p>National Peace Policy developed.</p> <p>Baseline</p> <ul style="list-style-type: none">• Establishment of Early Warning System for electoral violence in place.• Rolled out EWER to 10 provinces• Trained 80 frontline staff on EWEERS <p>Target</p> <ul style="list-style-type: none">• 1 national peace conference convened• 1 training and dialogue session on national peace held in each province• National Peace Policy and action plan developed• 500 copies of the National Peace Policy and action plan printed and disseminated	ii. National consultative conference on national peace policy and action plan					UNDP, UN RCO, HRC, Church Mother Bodies, ZCID, MOJ	Conference (75700)/ UNDP Direct Implementation	35,000.00	
	ii. Training/Orientation of stakeholders on national peace policy and action plan					UNDP, UN RCO, HRC, Church Mother Bodies, ZCID, MOJ	Conference (75700) / UNDP Direct Implementation	30,000.00	
	iii. Printing and dissemination of the national peace policy and action plan					UNDP, UN RCO, HRC, Church Mother Bodies, ZCID	Design & printing (72500)/ Direct Implementation	8,000.00	
	Subtotal								73,000.00
<p>6.3 Support to Conflict Management Committees</p> <p>Indicators</p> <p>6.3.1 Number of people reached with electoral code of conduct dissemination</p> <p>6.3.2 CMCs members – including women and PWDs - trained on EWEERS</p> <p>Baselines</p> <ul style="list-style-type: none">• Supported training of CMCs• Developed and rolled out the EWEERS <p>Targets</p> <ul style="list-style-type: none">• 500 copies of the revised Electoral Code of Conduct printed and disseminated- 116 CMC members trained on EWEERS, – including women and PWDs	6.3.1 Support to Conflict Management Committees (CMCs)								
	i. Publication and dissemination of revised Electoral Code of Conduct					UNDP ECZ	Design & printing (72500)/ UNDP Implementation	12,000.00	
	ii. Re-constitution, orientation, and training of CMCs on the new ToRs and Electoral Code of Conduct					UNDP ECZ	Contractual services (72100)/Direct Cash Transfer	35,000.00	
	iii. Monitoring					UNDP	Travel (71600)/ Contractual Services (72100)	4,500.00	
	Subtotal								51,500.00
	Subtotal for Result 6								229,500.00
<p>Indicators</p> <p>1. Efficient and timely management of the project</p> <p>2. Partners capacity assessments undertaken.</p> <p>Baseline</p> <p>1. DSZ audit and evaluations to be</p>	7.1. Project Management Unit Team								
	7.1.1 Senior Advisor/Project Manager (100%), Monitoring and Evaluation Specialist (100%), Finance/Administration Specialist (100%), Knowledge Management Officer (100%), Project Associate (50%). Driver (100%)					UNDP	Salary Cost, PSA, UNV (60000, 71400, 71500)	319,259.95	

undertaken annual audit and terminal evaluations. Target • Qualified project staff recruited and retained; • Timely procurement of goods and services for the project and its beneficiaries; • Good working relationship with ECZ, donors and project beneficiaries maintained.	7.1.8 Delivery Enabling Services - UNDP operational support (Human Resources, Procurement, Finance, Admin & Logistics) embedded as direct costs to deliver the project outputs					UNDP	Programme and Support Service (63400)	128,587.54
	7.1.10 Project Visibility and Communication support - project visibility activities and communication support, including communication equipment					UNDP	Communication and Audio-Visual Equipment (72400)	15,000.00
	7.1.11 General operating expenses, office supplies, rental costs, material and equipment for the project team, utility charges, other operating expenses for the project including TC and SC meetings.					UNDP	Office supplies (72500); ICT Equipment (72800); Furniture (72200) premises and rent (73400) Reimbursement Costs (73500)	20,000.00
	7.1.13 Audit (HACT audit and spot checks) and final evaluation costs					UNDP	Contractual services (72100)	84,000.00
	7.1.14 Capacity assessment of identified local partners and responsible parties to carry out targeted activities. Training, capacity building for IPs and RPs including Prevention of Sexual Exploitation and Abuse					UNDP	Contractual services (72100)	10,000.00
	Project Management Sub Total							576,847.49
	Sub total outputs - Direct Eligible costs							2,145,948.93
Indirect eligible costs 7.5% (7% for EU and 8% non-EU)								160,946.17
2024 Grand Total Budget								2,306,895.10