



# ELECTIONS 2011 VISION AND COALITION 2011 STRATEGIC PLAN 2009-2012

**Voter Education Voter Registration Awareness  
Sensitization Election Monitoring**

**governance good governance governance**

**Participation Transparency  
Accountability**

**Supporting AVAP's  
Strategic Planning 2009-2012**

**Consultancy Report**

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**Acronyms**

ACC	Anti Corruption Commission
AVAP	Anti Voter Apathy Project
AU	African Union
CSOs	Civil Society Organisations
DIO	Democracy Information Officers
ECZ	Electoral Commission of Zambia
EISA	Electoral Institute of Southern Africa
EU	European Union
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit German Technical Cooperation
NGO	Non Governmental Organisation
MoU	Memorandum of Understanding
NCC	National Constitutional Conference
TOR	Terms of Reference

## Executive Summary

The purpose of the strategic planning review process for and with AVAP, the Anti-Voter Apathy Project, was to draw a concrete **plan** which provides a **strategic goal** and a framework for strategic and collaborative engagement with stakeholders in reducing voter apathy and sustaining citizen participation in governance issues. The strategic plan 2009 – 2012 was developed during a joint review and planning exercise with AVAP management and staff over a period of four weeks from end June to late July 2009.

In the mission terms of reference (TOR), under section 1.3 methodology and guiding principles reference is made to the challenges faced by AVAP by civil society organisations in promoting a rights based approach in the context of elections, the rich national context in promoting civic rights and the possibility to implement together with partner organisations a country wide voter education campaign in the form of a coalition.

The **workshop** to formulate and arrive at a strategic plan took place at Crystal Gardens Lodge in Lusaka from 16 to 17 July 2009. The workshop was attended by a total of 32 participants. It took the form of presenting findings and conclusions for an intensive internal consultation process. It further was the occasion to debate the outcome of the internal and external consultation the consultant had with a large number of stakeholders. The draft final strategic plan delivered is a proposal which reflects the outcome and decision taken during this workshop

The **feedback** from AVAP partners has been overwhelmingly positive. AVAP is perceived as a reliable and committed organisation that has achieved a lot in terms of reaching out for the grassroots and advocacy. However, a few issues have been identified during the meetings with partners and the consultations within the organisation with a predominant focus on the need to have the current strategic plan be revised that it anticipates the election cycle vis-a-vis the 2011 tripartite election.

The implementation of the revised strategic plan should be seized as an opportunity to address some of those issues, particularly in terms of **organisational structure** and **management**. Another key component for the structural evolution of the organisation towards a semi professional NGO appears to be rhythm and quality communication.

There is a need to improve both, **information flow** within the organisation, and visibility and **communication** with partners. Participative management and quality communication are imperative for a successful transition towards a semi professional structure. Re-visiting the organisation structure would have an impact on both management and communication. AVAP should put efforts into generating its own funds and multiplying the numbers of donor partners.

CSOs engaged in the field of good governance have cooperated to monitor the successive multi party elections since 1991. Loose or tight, the time to build a new coalition is now. GTZ could facilitate a first **consultative meeting** between CSO partners to discuss who is ready to do what together in terms of monitoring the electoral process as a whole.

External **support** to AVAP's review of the current strategic plan 2008 – 2011 in terms of adjustments to recent changes in the governance landscape of Zambia was initially suggested during the **consultations between AVAP and GTZ** for planning the second phase of the GTZ supported Programme **Democratization, State and Civil Society – Good Governance** under the bilateral Zambian – German Development Cooperation in February 2009. The consultancy was commissioned by the Good Governance Programme based on agreed upon terms of reference, which were elaborated in March and April 2009. The contract with the consultant was conducted through the GTZ head office in Eschborn, Germany.

## 1. Objectives and methodology

The **purpose** of the strategic planning review process was to draw a concrete plan which provides a strategic goal and a framework for collaborative and strategic engagement with stakeholders engaged in promoting free and fair elections for specific strata of the Zambian society with the particular aim to reducing voter apathy and sustaining citizen participation in governance issues. In the terms of reference (TOR) for the mission section 1.3 on the methodology and guiding principles to be applied, reference is made to the challenges faced in promoting a rights based approach in the context of elections, the rich national context and the possibility to implement with partners a country wide voter education campaign under the form of a coalition.

### 1.1 Methodology

The consultant was provided with all relevant information by AVAP such as strategic plans, reports, brochures and documents prepared by partner organisations as well as broad verbal information. The consultant had the opportunity to visit AVAP's Democratic Information Centres (DIC).

In terms of gaining insight into the cooperation with and perception by stakeholders AVAP suggested that the consultant should gain knowledge of the organisation indirectly, through meetings with various AVAP partners. During the first two weeks of the assignment the consultant took the opportunity to meeting AVAP partners. This proved to be the more efficient way to proceed as the consultant was perceived as an external player which allowed complete frankness from the interlocutors. AVAP has to be praised for suggesting this line of action in information gathering.

During the meetings held, the consultant asked for a short presentation of the AVAP partner's mandate, a description of the nature of the collaboration with AVAP, views on AVAP main strengths and weaknesses and ideas on how to bring the partnership forward.

#### Overview of the mission calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>Week 1</b>	AVAP GTZ, Good Governance Programme	TIZ, FODEP, APRM	ZNWL, SACCORD, ZCSD, ACC, YWA	Kanyama centre ECZ CSPR	AVAP and GTZ interns seconded to AVAP
<b>Week 2</b>	AVAP	Cairo, Kanyama and Matero Democratic Centres	AVAP/ young leaders in politics  JCTR Citizen Forum	AVAP/school teachers  MS Zambia  PC marketing  AVAP Executive Director	Irish Aid  DFID  FES
<b>Week 3</b>	National holiday	National holiday	AVAP Analysis of feedback fiche received	Preparations for the strategic plan workshop	

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>Week 4</b>	Monze Democratic Centre	Kalomo Centre District Commissioner Council secretary	Final preparations for workshop	Strategic planning workshop	
<b>Week 5</b>	Finalisation and writing draft of strategic plan 2009 – 2012 Lessons learned report for GTZ				

With the aim to secure complete internal ownership of the new strategic plan 2009 – 2012, and as suggested by AVAP itself, a two days workshop was organised in Lusaka on 16 and 17 July. In order to prepare for the event it was agreed to disseminate within the organisation the current strategic plan 2008 – 2011 and to gather feedback on its relevance.

For this purpose a **feedback sheet** was prepared. The sheet provided some background information and listed the following questions:

- List five positive points about the original strategic plan,
- List five negative points about the original strategic plan,
- Are there any themes, topics or activities listed in the strategic plan 2008 – 2011 that are not in line with AVAP mandate?
- Any other missing topics or activities?
- Could you think of new and complimentary activities that should be implemented?
- Identify your training needs.
- Any other aspects and concerns you would like to raise?

Annex 1 provides for an analytical compilation of the feedback sheets returned by AVAP staff.

This sheet, together with the current strategic plan was distributed to all workshop participants. The outcome was analysed together with the Executive Director and the main Programme Officers on 9 and 10 July and, in addition to the perceived strengths and weaknesses of the organisation by its partners, served as the basis for the preparation of the workshop.

The workshop on the strategic plan review took place in Lusaka on 16 and 17 of July. The workshop was attended by the 22 democracy information officers, two civic campaigners and coordinators, six national secretariat staff (Executive Director, Finance Officer and Programme Officers) and two board members for a total of 32 participants. Staff from the Good Governance Programme participated selectively as observers.

The final workshop agenda was prepared in collaboration with the Executive Director and the main programme officer. The methodology implemented focused on maximising interaction and ownership (Annex 3: workshop agenda).

## 1.1 Outcome of the mission

The feedback from AVAP partners has been overwhelmingly positive. AVAP is perceived as a **reliable and committed organisation** that has achieved a lot in terms of reaching out for the grassroots and advocacy.

### View of AVAP partners

Strengths	Weaknesses and Suggestions
<p><b>Grass root audience Democracy Information Centres</b></p> <p>Able to successfully mobilize audience in rural areas; Present within communities; Offer good entry point for other CSOs; Many CSO partners rely on AVAP to bring in the grassroots</p> <p><b>Reputation</b></p> <p>Many volunteers, genuine interest and engagement, not money oriented; Flexibility; Very responsive; Carry out activities to the best; Honest; User friendly institution, easily accessible; No protocol; Effective voice of the voiceless</p> <p><b>Advocacy</b></p> <p>Avap outspoken on critical governance issues, provides oversight; Very vocal, feared as a watchdog has no hesitation to speak out; Not compromised</p> <p><b>Voter education</b></p> <p>AVAP is perceived as champion in civic and voter education</p>	<p><b>Grass root audience Democracy Information Centres</b></p> <p>Democracy information centres need electricity, communication equipment and money to cover the administrative costs; Could make their own publication more user friendly (comics, cartoons...); No publication available in local languages; Not enough feedback received from AVAP's national secretariat</p> <p><b>Reputation</b></p> <p>Decision to join NCC raise questions of trust among CSO community; Tendency to lose direction and to implement activities out of the mandate; Organisation is too centred around the figure of its Executive Director</p> <p><b>Advocacy</b></p> <p>Need for more faces to represent the organisation; Avap should communicate more with their partners in order to inform them on their activities and initiate collaboration on issues of common concern</p> <p><b>Voter education</b></p> <p>Voter education should not be done only around election time</p> <p><b>Structure and activities</b></p> <p>Programmes not sustainable; Should start now to monitor registration process;</p>

Strengths	Weaknesses and Suggestions
	<p>Office with insufficient space to do training;                      Lack of own resources, dependent on donors;                      AVAP staff in the field need more encouragement, control and supervision;                      Avap should make more use of ACC in reporting occurrences of corruption through provincial officers in order to improve ACC-AVAP interaction at sub-national level;                      Has not done much to integrate gender in their work;                      Organisation structure should be broaden with more people at decision making level;                      Necessity to improve mechanisms/strategies to held leaders and administrators accountable</p>

However, a few important and structural issues were identified during the meetings with partners and the consultation within the organisation through the feedback fiche (Annex 3: Analytical compilation of returned feedback sheet).

- The first issue concern some **organisational weaknesses**. There is a perception that the organisation is centred on the personality of its Executive Director which poses questions on the advisory role and influence in policy making of the National Board.
- The second issue to address is the improvement of internal and external **communication** of AVAP.
- In order to achieve improved service delivery and to some extent retain staff, there is a need to establish an internal **capacity building programme**.
- The reviewed strategic plan should take into account important Zambian **governance themes** the NCC, APRM, Electoral Reform, decentralization and the 2011 general elections.
- In order to reach autonomous sustainability of the activities planned. It is crucial to implement a well thought **fundraising** strategy that target new and diversified source of income.

Further, the fact that AVAP cannot rely on its own fund to secure implementation of activities and is therefore donor driven could have led to a certain opportunist stand in front of some activities which are clearly outside of its **mandate**. This indicates that there is no permanent analysis of the mandate and therefore a lack of focus in the programmatic activities as demonstrated by AVAP's activities in decentralisation. Indeed, the nine strategic objectives listed in the strategic plan 2008 – 2011 reviewed were vague and some proposed activities were clearly out of AVAP's mandate like HIV or an annual Human Rights report. However, the Executive Director, Finance and Administration Officer and main Programme Officer acknowledge this weakness and have declared their will to focus on the core mandate.

As a result, the strategic plan review workshop was organized in a way that would allow to debate collectively the issues brought up by the interviews and the feedback sheet as well as to brainstorm on the four main core components of AVAP (Annex 5: Working Groups):

- Fighting voter apathy,
- Democracy education,
- Monitoring of election process,
- Promotion of democratic co-existence between political parties.

The draft final strategic plan 2009 – 2012 delivered jointly is a proposal which reflects the discussions and decisions taken during the 16 and 17 July workshop.

## 2. Considerations for the implementation of the strategic plan 2009 – 2012

The implementation of the revised strategic plan is an opportunity to address some of the issues listed above, particularly in terms of organisational structure and management. Another key component for the structural evolution of AVAP towards a **semi professional NGO** appears to be rhythm and quality of the internal and external communication. There is a need to improve both information flow within the organisation and visibility and communication with partners. Finally, AVAP should put some efforts into generating its own funds and multiplying the numbers of donor partners.

### 2.1 Management and human resources

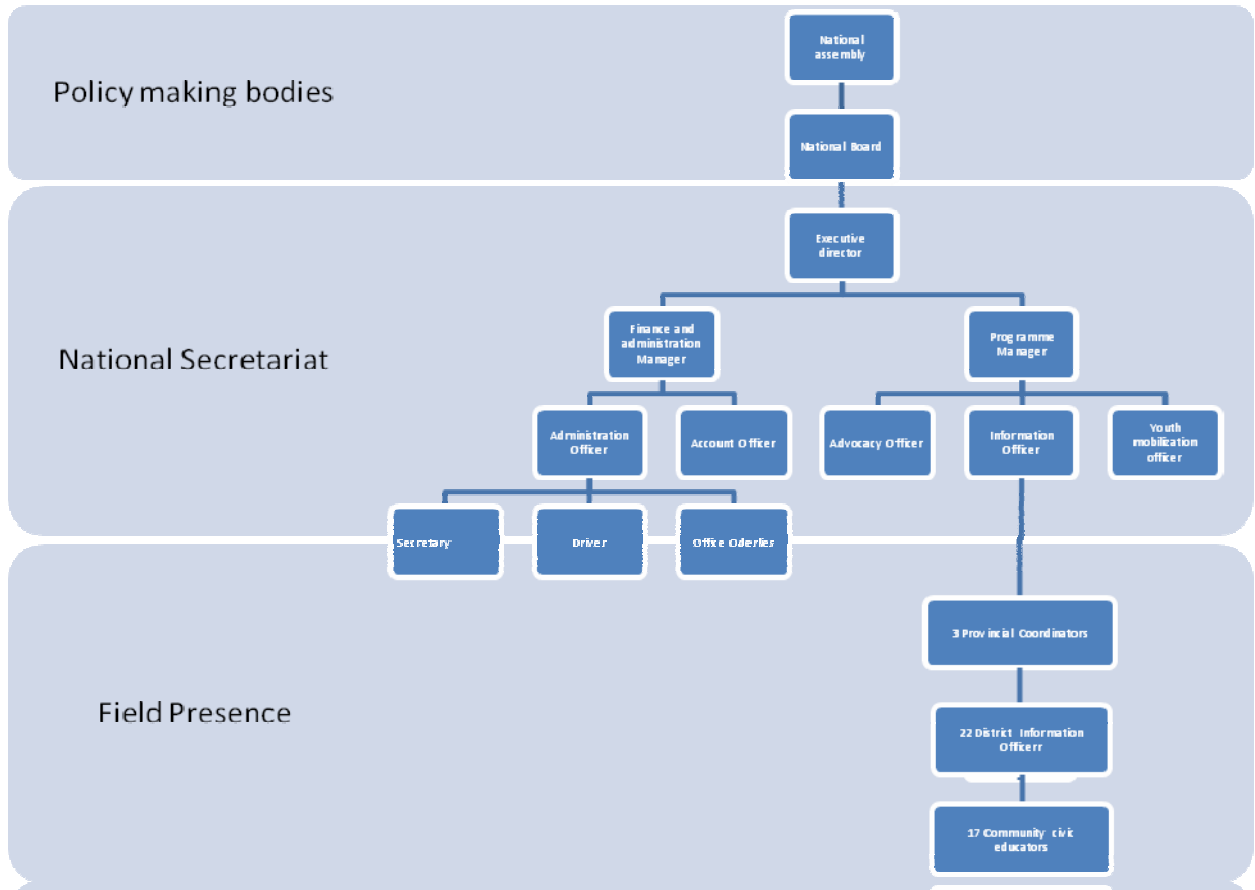
Revisiting the organisation structure would have an impact on both management and communication. In this respect, the existing AVAP Strategic Plan and the new Strategic Plan 2009 – 2012 shows differences in terms of the organisation structure. The new plan depicts below the level of the Executive Director the two divisions of finance and administration and programme management, which are placed an equal hierarchical level, whereas the important information and research function is placed at a level below.

Reasoning for having two middle managing functions:

- The first one in charge of **finance and administration**, working in collaboration with the account officer and the administration officer.
- The second one, the **Programme's Manager**, is in charge of the Advocacy and Lobby Officer and the Youth Mobilisation Officer.

An option for strengthening the internal and external communication function of AVAP would be to place the **Communication Officer** at the same level of the Programme Officer. The Communication Officer is in charge of Press and Information officers, in charge of communication with the media, issuing press statements, liaising with AVAP's provincial coordinators, staff of the Democracy Information Centres and the community civic educators. He would be challenged in bringing up all field issues in terms of policy and administration during internal meetings, producing a monthly compilation of the Democracy Information Centres reports and illustrate, among others real life stories, e.g. the proposed "stories from my neighbour" and also the proposed monthly newsletter. Regarding the media he would be responsible for redaction of press releases, the organisation of press conferences, securing AVAP presence and visibility on all media outlets, supervising the production of digital, audio and video communication tools, answering e-mails from the public and the like. It is hence recommended to promote the Information and Press Officer to manage level.

Regarding the first level of the organisation chart, a greater involvement of the **National Assembly** and the **National Board** as discussions forums and advisory bodies in the policy orientation process would benefit the organisation. Further, the National Board members together with the Executive Director and the Programmes Managers could have quarterly meetings to exercise collective direction of the organisation.



Another structural weakness appears to be the **level of qualification** of the National Secretariat’s programme officers. According to the Finance and Administration Manager, there is a high turnover among staff, with the most committed leaving the organisation within a few months to take on jobs that offer a better pay.

An immediate and concrete impact on salary and working condition could result initially difficult. However, a lot could be done for human resources in terms of follow up of staff and capacity building. AVAP should consider maintaining a **database for all its employees** that document the training needs perceived by both the staff member and the organisation. It could then develop an internal continuous **training programme** made of in house cross fertilization of knowledge capacity building sessions and participation to targeted training opportunities identified both from the field and from Lusaka. Building capacity of the staff in a structured and determined way would benefit the quality of the services delivered. In addition, offering a conducive environment to acquire knowledge could prove an efficient tool to retain staff.

Regarding the field staff, it has to be said that the **main strength** of AVAP lies with the **Democracy Information Centres** that allow field presence nationwide and implementation of activities at grassroots level. Indeed, all interlocutors stressed AVAP ability to mobilize the grassroots and are very appreciative of the fact that the democracy information centres can be used in partnership with Avap as their own entry points within the communities. The democracy information centres are manned by young and committed individuals who manage to enter into effective dialogue on governance issues with the residents. There is a need to develop business productivity that could be addressed through equipment with means of communication and improved reporting system and liaison with the National secretariat.

However, the work of the Democratic Information Officers is hindered by a **lack of resources**. Few of the centres have electricity, less are equipped with computers and printers. Ideally, all the centres should be located in appropriate location with electricity and running water. The democracy information centres should be **fully equipped with computer**, printer, and photo copy machine and internet connection. This would bring some financial resources to the centres as the equipment could be used by the members and the residents against a competitive fee. The money collected would then be used to cover the administrative costs and the benefice, if any, would secure the sustainability and improvements of the various activities. Finally, for an improved management the organisation has to come up with an **archiving system**.

## 2.2 Communication

**Participative management** and quality communication are intertwined and are imperative for a successful transition towards a semi professional structure. As mentioned previously, internal and external communication needs structure and rhythm.

To counter balance the structural verticality it seems important to reinforce two horizontal communication lines:

- Between the National Secretariat staff with weekly staff meetings,
- Between the DIOs, with sharing of information through the monthly compilation and through annual meeting and periodic visits.

As described above, the Press and Information Manager would be handling the **communication flow** between the National Secretariat and the field staff. The solution proposed by the consultant, supported by the Good Governance Programme GTZ and AVAP intends to have a **central resource centre** whereby the District Information Officer is transformed into a central resource person, responsible for mainstreaming field information at management level of the Lusaka head office and the Democratic Information Centres.

Under the supervision of management staff the Advocacy Officer should be responsible for the production of simple and straight forward **information papers** in the form of press briefings, factsheets or information sheets of two pages on key national issues. Such documents would be put online and also physically disseminated to all the field staff through the Press and Information Manager. This would allow to enhance the visibility of AVAP, and ensure uniformity and consistency in the messages delivered.

Regarding the reporting system and liaison with the National Secretariat, computers and internet connection would allow fast and efficient communication. It has been suggested during the workshop that the DIOs received a compilation of their monthly report in order to gain a national overview of all the work done at field level. All DIOs should feed the organisation **monthly newsletter** with articles which includes real life experience and e.g. “story from my neighbour”.

The District Information Officers need to better **document** their work. All cases of democracy fora, INSAKAs and school debates should be properly documented. The launch of the new strategic plan 2009 – 2012 is the occasion to present the monthly report in a new form.

Each field of activity such as campaigns, democracy fora, INSAKAs, school debates, training of young politicians etc. should be converted into a **calendar** operational plan that clearly highlights the timing of of engagement of each of the Democracy Information Centres.

## 2.3 Fundraising

Mobilising additional funds through own efforts would allow to reduce the dependency on donor funding. Additionally, securing funds from e.g. private sector and business would strengthen AVAP as competent organisation. One direction could be the launching of a **membership campaign** to reinforce the base of the organisation. This could be done in two ways, through opening the membership to each visitor of the democracy information centres and through the creation of a structure dedicated to fundraising “**The friends of AVAP**”

“The friends of AVAP” aim at the creation of an association which could comprise a group of **past trainees** and beneficiaries of the **young politicians workshop programme**. Many politicians in prominent positions have benefited from the training programme of AVAP. Being engaged in sponsoring AVAP would be an opportunity to ensure a certain degree of sustainability to AVAP’s activities. The past trainees could create and animate the association, all could be asked to contribute to the “Friends of AVAP” fund through direct contribution, fundraising events and support to AVAP efforts to engaging with the business community. The aim would be to cover the administrative costs of the young politicians training programme which are so far not addressed by donors. Further, this initiative could facilitate the improvement of the young politicians training programme. Indeed, one of the workshop proposals was to improve the follow-up of the training programmes through mentorship of fresh trainees by confirmed politicians and civil servants.

Some lessons have to be learned from the partnership with **ZAIN**, a leading Zambian telecommunications provider. AVAP could enter into a memorandum of understanding with ZAIN that outlines what can be done and not done in terms of promotion and sponsorship. Negotiations assumed successful, ZAIN could enter into a partnership and provide e.g. cell phones, free lines etc. The “Friends of AVAP” would as well facilitate the engagement with the **business community and banking institutions** as the members could use their agenda to secure audience during fundraising events or campaigns.

In addition to contributions and sponsorship, AVAP could engage with the business community with the view of lobbying for in-kind contributions. The Executive Director and senior management as well as board members should liaise with targeted companies to lobby for making e.g. furniture, communication equipment or transport facilities available.

Finally, the organisation should seek support from **new donors**, like the EC Delegation the Zambian Governance Fund and others prominently engaged in supporting initiatives that promote free and fair elections.

At **field level** the Democratic Information Officers should receive guidance on how to organise fundraising events and activities. A **fundraising manual** should be produced, that could portray simple fundraising techniques and practical ideas like Tombola, Bingo, and “donation day” to recuperate chairs, tables, and lamps whatever to equip the democracy information centres.

The production of the fundraising manual could be entrusted to an intern recruited to support the fundraising activities. Under the supervision of the management staff the intern could be in charge of the liaison with the sponsors and firms.

## 3. Vision and coalition 2011

### 3.1 Situation analysis

CSOs working in the field of good governance have worked together to monitor the successive multi party elections since 1991. There are some **lessons to be learned** from the coalitions set up during the last three presidential and parliamentary elections.

In **2001** one member of a civil society election promotion coalition pulled out of the coalition 2001, allegedly on the ground of ethical concerns. In **2006** the attribution and management of funds was channelled from the Zambian Election Fund to the members of the Coalition through a private company PC MARKETING. The then members of the coalition established satisfactory working relations in allocating and sharing their resources based on geographical coverage, field presence and number of polling stations. Contrary, in **2008** for the presidential by-election, one civil society organisations being members of the then coalition was both implementer of activities and fund manager. This arrangement created some discontent among the other members of the coalition, in particular with respect to fund disbursement and public release of concerted preliminary statement.

The past CSO coalitions approached the **elections more as a one day** event than as a process. The **lack of visibility and impact** in terms of focusing exclusively on the election day itself with the deployment of national monitors to all polling streams was very obvious. All activities prior to the election day lacked visibility and coordination. When public reports are numerous, and tardy; advocacy and positioning are conducted by single organisation without a common approach. Further, this approach could also have created a kind of “donor T-Shirt fatigue”.

This situation highlights one of the **weaknesses** of the civil society organisations involved in good governance:

- There is **no coordination and representation body** that exists as a permanent forum of discussion and exchange of information.
- There is a lack of communication at senior management level, both on advocacy issues and on activities implemented.

This situation is worrying considering the number of fundamental issues on the political agenda today and in the two coming years until 2011. Unfortunately this is particularly true in the context of the new NGO Bill, which clearly has an agenda of reinforced control over the CSOs engaged in good governance.

It would be advisable that the CSO community show a **united front** on the main advocacy issues. This would require the CSO community to establish a **strong platform** and engage as one voice on the way of a concerted strategy. However, reality on the ground shows that competition and rivalries prevail and that donors are to some extent setting the scene

In conclusion, two scenarios are possible for the monitoring of the election process. They are presented in the following chapters.

### **3.2 Scenario 1: A loose coalition with focus on election day**

Should the CSO community decide to embark on a loose coalition and strictly focussing on coordinated voter education activities and training and deployment of monitors on election day, the following points could be taken into considerations:

- In view of the difficulties experienced in 2008 and the success of the 2006 set up, it would be advisable to revert to the 2006 system when funds were managed by an external institution, PC MARKETING.
- For the election day monitoring, the system of sharing polling stations on ward basis proved to be efficient as long as the field presence of the partners is taken into account.
- There would be need to improve the observation methodology. Producing a joint training manual together with joint training sessions for training of trainers and joint observation forms would be an achievement. It would facilitate the qualitative and quantitative

assessment of opening, voting, closing, counting, aggregation and transmission of results steps and could allow communicating the first assessment as early as on the election day itself.

The quantitative assessment would be answers to a number of closed questions regarding logistics and procedures as well as on the environment and atmosphere and any incidents observed. Examples for such questions are the following:

- Did the polling station open on time?
  - a) Yes
  - b) 30 minutes delay
  - c) More than 30 minutes delay ...
- Any instances of intimidation?
  - a) by police forces
  - b) by Candidates
  - c) by supporters
  - d) by traditional authorities
  - e) by election officials ...

The qualitative assessment would be answers to pre coded incident reports, e.g.

- WHAT
  - a) Violence
  - b) Intimidation
  - c) Vote buying ...
- WHO
  - a) by supporters
  - b) by angry voters
  - c) by security forces ...
- WHEN (time ...)
- WHERE (location ...)

This would require the establishment of an **adequate reporting system** to a **centralised operation room** supported by dedicated phone lines. Each deployed monitor would use text messages to send his/her observation results, the text messages could feed automatically a database that could be shaped and interrogated to extract statistics. This kind of reporting system would allow the coalition to come up with a preliminary statement as early as election day or election day plus one.

Traditionally all **international observation missions** release a preliminary statements of findings in the 48 hours past the election day, attracting a lot of media attention and to some extent covering the voice of the national observers. In addition, to come up with an early preliminary report, the partners of the coalition should have a **strategy** to engage with the international observation missions as soon as they arrive in Zambia in order to brief them on the ground situation, highlight concerns and make sure that international observers' assessment will not be in contradiction with that of civil society.

Regarding practicalities, considerations should be given to organise a **training of trainers** in Lusaka and a **training cascade** on fixed and agreed dates nationwide. The initiative of a training week, coupled with a decision to offer the same level of allowances to all the selected monitors would greatly contribute to avoid competitions within the partners.

### 3.3 Scenario 2: Vision and coalition as an advocacy tool

In the “**Vision and Coalition 2011**” presented by AVAP which reads as “**Our roadmap towards free, fair and credible 2011 tripartite elections**” the organisation clearly spells out the need to advocate for a review of the Electoral Act 2006 and of the Electoral Code of Conduct. However, in order to have a real impact, the implementing strategy should be elaborated further in terms of analysing the weak points of the two Acts and in developing a sensitisation approach for the stakeholders.

There will be a **number of by-elections** ahead of the next tripartite elections scheduled for October 2011. The Election Commission of Zambia (ECZ) has embarked on a new project co-financed by UNDP and the EC Delegation that addresses **continuous voter registration**. The **electoral reform** is currently stuck with the **constitutional review process** and there is no clear indication of the agenda for completion of work by the National Constitutional Council (NCC).

Once the NCC plenary has approved the amendments submitted by the participants, a new draft Constitution will be translated into the seven major local languages for discussion with the citizens. The citizens will then have 60 days to provide input and feedback to the draft. The draft will be further be reviewed by the NCC, discussing the forwarded changes and the final draft will then be handed over to Government to be submitted to the National Assembly.

The National Assembly has then to discuss the draft and can **act in two different ways**. Some amendments can be **approved by Parliament** in three readings and with two-third majority, while others require a **referendum**, especially all amendments touching Chapter 3 of the Constitution plus all amendments were there was no agreement at the NCC. It is therefore possible that the amendments will be either approved separately by Parliament and a possible referendum or that all will be included in the Referendum to obtain more popular support to the new Constitution.

Should the issue of the “**50 + 1**” vote not be extracted from the NCC there is a possibility that the amendments to the new constitution approved will have to be submitted to referendum. According to the legal framework in order for a referendum to be held, a prior census has to take place, as constitutional reforms must be approved by the absolute majority of adult citizens, not registered voters exclusively. To know this number (50% +1 voice), the number of adults has to be counted through a census. However, a national census would further delay the adoption of the new constitution and under that scenario it is likely that the next tripartite elections will be held under the first part the post electoral system.

However, as the **electoral reform** does not fall under Chapter 3 of the Constitution (Fundamental Rights) there is still a possibility to advocate for the implementation of the 50 + 1 vote in 2011. Electoral reform could be extracted from the NCC and be passed by the National Assembly on a **fast track procedure**, without the need to hold a referendum.

One of the **key issues is the election calendar**. In order to have an impact on the calendar of the election reform the **like-minded organisation willing to enter a coalition** with AVAP should actively start to strategise their **common advocacy** plan including a proposal for an efficient and decentralised **accreditation system for domestic monitors**. The same applies to the monitoring of all the phases of the electoral process. These are urgent issues. The partners in the coalition should initiate a dialogue on what to monitor, how and where as soon as possible.

The expectation of the “**Vision and Coalition 2011**” for having the majoritarian electoral system in place in addition to elections in line with international and regional standards for 2011 is a political decision that should reflect the conviction of each member.

In this respect, the introduction of the AVAP’s strategic plan 2009 – 2012 indicates that “**the strategy outlines all strategic activities to be implemented by AVAP with the inclusion of**

**networking and partnership with other like-minded civil society organisation**". This however, echoes more the implementation modalities of an internal strategic plan than of an advanced coalition approach and hence, needs to be aligned with the strategies and priorities of AVAP's coalition partners.

It would be advisable to have a completely **horizontal coalition** where all partners would have the same weight. Decision making institution and process should be clarified through a **memorandum of understanding** between partners. One option would be the creation of a steering committee that regroups all the participating CSOs and where decisions are taken at strict majority. During implementation all administrative issues have to find a **common agreeable solution**.

The MoU should as well **spell out the nature of the coalition**, the **goals** and the **activities** to be undertaken in common. This would allow the **steering committee** that should hold regular meetings to outline a clear **common communication strategy** before, during and after the election day 2011 and to avoid going off track during the implementation. Further it would clearly separate activities undertaken under each CSO respective mandate from the ones implemented as Vision Coalition 2011.

The joint **training** activities and production of **monitoring tools**, as well as the strategy to engage with international observation missions (EU, SADC, AU, EISA, Commonwealth) in order to brief them as soon as they arrive in country and make sure they hear the voice of the civil society before going public with their own findings and statements as outlined earlier apply to this scenario.

To conclude:

Loose or tight, the time to build a coalition is now. GTZ could facilitate a first consultative meeting between CSO partners to discuss who is ready to do what together in terms of monitoring the electoral process as a whole.

#### **4. Lessons learned during the mission**

##### **4.1 Approach, agenda and budget of strategic plan review missions.**

The nature of a strategic review mission is first, the assessment of the mandate, the management structure and the human and physical resources to implement its mandate vis-a-vis its constituency. The second step is to advise the organisation on the directions that need to follow for implementing its mandate related organisational development. Two critical issues are i) the willingness respectively ability and maturity to change structures and management within the organisation itself and ii) the ability to mobilise resources for the implementation of changes through external support.

This mission has placed the work with AVAP into a wider context of capacity building that reflects the orientation of the partnership between the GTZ Good Governance Programme and Zambian civil society organisations.

The terms of references for the consultancy spells out the rationale for conducting a strategic planning process and the methodology and guiding principles for the cooperation with AVAP and also other partner organisations. The **main input** would be towards the **staff** of AVAP to understanding the purpose, approach and intended outcome of the mission. If some of the tasks of the consultant are to identify the directions to follow and to appreciate the **nature of institutional change** that AVAP will have to undergo for reaching the reformulated strategic objectives, the Good Governance Programme in conjunction with AVAP should measure the capacity of change. The consultant benefited from the analysis of the staff of the Good

Governance Programme, which helps calibrate suggestions made in terms of institutional development and management.

Another input could be on the profile of the consultant to be recruited for eventual **replication** of future strategic plan review missions in the context of supporting civil society organisations in their own efforts to establish capacity for promoting the electoral process. The earlier experience of the consultant in Zambia’s election 2008 and background knowledge on the legal and institutional landscape was considered an asset as it allowed putting things into the right perspectives and calendar. This background knowledge allowed the consultant to be immediately operational. Should future recruited consultants have no experience in country, a learning process could be facilitated by GTZ through the provision of targeted material and, during the implementation of the mission, by organising talks with key partners and institutions.

As mentioned at the beginning of this report, the initial approach to gain knowledge through information gathering on perceived strengths and weaknesses of AVAP was extremely pertinent. The consultant was alone in almost all meetings held; she was perceived an unbiased professional, which altogether was a successful strategy in her efforts to extracting information that proved crucial to a proper assessment of AVAP.

The **lessons learned** from the implementation of the AVAP mission in terms of mission agenda are the following:

- There is need to extend the duration of such a mission from five to six weeks. In such a set-up there would be the possibility to have the first two weeks spent on meetings with partners and gathering information important oversee the institutional and conceptual landscape.
- The third week would be dedicated to interviews with staff of the CSO and the forth would be reserved for the internal workshop.
- The fifth and sixth weeks would see the analysis of the outcome of the workshop with the CSOs management staff and the drafting and finalisation of the deliverables, i.e. a draft strategic plan.
- Such an approach would complement the methodology applied in the sense that there would be more time to analyse the outcome of talks, meetings and workshops in conjunction with the supported CSO. Further, the strategy and report writing process would benefit from work on the strategy drafts bouncing forth and back.
- Finally, the three final days of report writing at home, foreseen in the contract are essential for facilitate perspectives for a better assessment of the work accomplished.

An extended duration of the strategic planning missions would as well allow for more field trips during weeks and three, i.e. visit to the Democratic Information centres, which would facilitate knowledge of the national context in case the consultant has not previously worked in the country.

In order to improve liaison between the consultant and the GTZ Good Governance Programme, it could be interesting to consider one weekday as a fixed sharing moment on the progress achieved and the directions to follow in the implementation of the mission.

**Proposed revised agenda for assessment/advice missions**

<b>Week 1</b>	Meeting the CSO, Institutions & Donors partners
<b>Week 2</b>	Meeting the CSO, Institutions & Donors partners
<b>Week 3</b>	Interview CSO beneficiary management and field staff
<b>Week 4</b>	Workshop

<b>Week 5</b>	Analysing outcomes with CSO beneficiary
<b>Week 6</b>	Finalizing reports

The mission budget should be modified in order to reflect an extended duration of the consultant and include representation costs to cover e.g. for lunch and dinners offered to interlocutors.

#### 4.2 Follow-up mission

Should GTZ be planning a follow-up mission to measure the achievements and accompany AVAP in the implementation of the new strategic plan 2009 – 2012, a different profile of civil society expert should be looked for. AVAP would greatly benefit from a consultant having a solid expertise in project proposal writing, in operations, i.e. management and implementation of activities, in campaigning and communication and in the evaluation of programmes. This specific expertise would greatly strengthen AVAP’s ability to implement its strategic plan.

The mission agenda should be reviewed and re-centred around AVAP with training sessions for both national secretariat staff and Democracy Information Officers. Two workshops would be the main vehicle to build staff capacity and strengthen the management and communication of AVAP as a whole. Indeed, the main outputs of the consultant mission would be the production of management and communication tools.

#### Proposed follow up mission schedule

<b>Week 1</b>	Meeting AVAP through CSOs, Institutions & Donors partners.
<b>Week 2</b>	Interview AVAP management and field staff (field trip) Review of AVAP internal report system, training manuals, communication materials
<b>Week 3</b>	Interview CSO beneficiary management and field staff (field trip) Preparation for workshops
<b>Week 4</b>	Workshop for National Secretariat Managers & Officers
<b>Week 5</b>	Workshop for Democracy Information Officers
<b>Week 6</b>	Finalizing outputs: improved reporting system with templates of situation report, position paper, monthly report, annual report, donors report. Improved training manuals and voter civic and education’s material

Regarding the training sessions, it would be important to target brainstorming workshops where participants are invited to analyse, criticise, and improve the structure and quality of their writing production. This would allow securing institution ownership of the outputs. Outside speakers would be an added value to the sessions on proposal writing & evaluations, and on fundraising.

**Proposed agenda for workshops**

<b>Monday</b>	Reporting system: Review of structure, format, quality and dissemination of all National secretariat writings Website, face book & twitter profiles	
<b>Tuesday</b>	Campaigns Posters, banners, leaflets, billboard Cartoons, comics, dramas	
<b>Wednesday</b>	Proposal writing, midterm and final evaluation of activities	
<b>Thursday</b>	Fundraising National secretariat staff How to engage with business community (sponsorship of activities, donations of equipment) and with social network Fundraising, visibility & communication visibility Website, face book & twitter profiles	Fundraising DIC Share experience on past successes Draft fundraising manual field/rural areas oriented
<b>Friday</b>	Analyse outcome of the workshop with Executive director and managers.	

If AVAP will engage in an in depth study of the reasons of voter apathy at the last presidential elections, as foreseen in the new strategic plan, the best moment to schedule a follow-up mission would be at the end of the field research. Indeed, the reasoning is that the analysis of the result of the research will help to identify new key messages to secure voter participation particularly in the registration exercise and in the next tripartite elections aiming at challenging elected leaders and public officials to delivering better services and to promote issue based, violent and corruption free political campaigning. A consultant with experience in setting up and implementing opinion campaigns would have the opportunity to impact on the quality of the communication tools to be produced and used in the implementation of the activities listed in the new strategic plan.

## Annex 1

### AVAP Strategic Plan 2009 – 2012

#### Preparation for the 16 and 17 July 2009 Workshop

#### FEEDBACK FICHE

### Background

The association is in the process to review its strategic plan for the four years to come and for this purpose is benefiting of the support of an international consultant contracted through GTZ. The purpose of the planning process is to draw a concrete plan which provides a strategic goal and a framework to better engage with key stakeholders in reducing voter apathy and sustaining citizen participation in governance issues. A strategic plan for 2008 – 2011 was prepared earlier, however, this document needs to be improved. The new AVAP strategic plan 2009 – 2012 will be a crucial document for the association that will provide guidance, directions and should pave the way for strengthening the structure and improving the activities implemented within the framework of AVAP vision and mandate.

### Methodology

The following messages were passed to AVAP's staff:

"In order to conduct the strategic planning review in an inclusive manner we would like you to read the original strategic plan and to answer the questions listed below."

"Please fill free to remain anonymous in answering the questions if you feel that it would allow you to be more outspoken (e-mail address for anonymous answers: flor1038@inwind.it)."

"Your answers will help to better prepare for a two days workshop that will be held in Lusaka on the 16 and 17 of July 2009 and that will aim at gathering your thoughts and inputs in view of finalising the new AVAP strategic plan."

### Questions

- 1) Please list five positive points about the original strategic plan.
- 2) Please list five negative points about the original strategic plan.
- 3) Are there any issues/activities listed in the original strategic plan that are not in line with Avap mandate? Any missing issues/activities?
- 4) Could you think of new/complimentary activities that could be implemented?
- 5) Please identify your training needs.
- 6) Any other points/concerns you would like to raise

Annex 2



**ANTI-VOTER APATHY PROJECT (AVAP)**

National Secretariat, Plot No. 10423/181, Off Great East Road, Minestone, Chainama  
 P. O. Box FW 129 Lusaka, Zambia, Email: [avap@zamnet.zm](mailto:avap@zamnet.zm) [www.avap.org.zm](http://www.avap.org.zm)  
 Tel/Fax: 260-1-282414/282415

**STRATEGIC PLAN REVIEW WORKSHOP**

**DATE: 16 and 17 JULY 2009**

**VENUE: CRYSTAL GARDENS, LUSAKA**

DATE	TIME	ACTIVITY	RESOURCE/FACILITATOR
<b>16 July 2009</b>	16:00 hrs	Arrival of participants and registration	Mr. Dominic Mumba
<b>Day 1</b>			
<b>17 July 2009</b>  <b>Morning Session</b>	08:00 – 08:05	Opening Prayer	Volunteer
	08.05 – 09.00	Opening Remarks by AVAP Executive Director: Welcome address Why reviewing the strategic plan? Cross cutting “calendar” issues to be taken into account: APRM, NCC, 2011, decentralization	Mr. Bonnie Tembo
	09.00 – 09.30	Feedback from AVAP partners: - Perceived strengths and weaknesses - Identified issues	Ms. Florence Ganoux
	09.30 – 10.00	<b>Refreshments Break</b>	
	10.00 – 11:30	Summary and analysis of the feedback fiche received	Mr. Richwell Mulwani
	11.30 – 12.00	Working group methodology, expectations and ground rules	Ms. Florence Ganoux
	12.00 - 13:30	<b>Lunch Break</b>	
<b>Afternoon session WORKING GROUPS</b>			

13.30 15.00	<b>Working Group 1</b> Identifying and fighting the root cause of voter apathy Group discussion	<b>Working Group 2</b> Democracy education Group discussion	
15.00 15.30	<b>Refreshments Break</b>		
15.30 15.50	One rapporteur presents the outcome of the group discussion	16.15 16.35	One rapporteur presents the outcome of the group discussion
15.50 16.15	Plenary discussion	16.35 17.00	Plenary discussion
<b>Day 2</b>			
<b>Morning session WORKING GROUPS</b>			
08.30 10.10	<b>Working Group 3:</b> Electoral Process Monitoring Group discussion	<b>Working Group 4:</b> Promote democratic co-existence of political parties Group discussion	
10.10 10.40	<b>Refreshments Break</b>		
10.40 11.00	One rapporteur presents the outcome of the group discussion	11.25 11.45	One rapporteur presents the outcome of the group discussion
11.00 11.25	Plenary discussion	11.45 12.15	Plenary discussion
12.15 13.45	<b>Lunch Break</b>		
<b>Afternoon session PLENARY</b>			
13.45 15.00	Summary of the working groups outcome: production of draft strategic plan	Mr. Bonnie Tembo, Mr. Richwell Mulwani, Ms. Florence Ganoux	
15.00 16.00	Open discussion on how to improve internal and external communication and on staff demands listed in the feedback fiche.	Idem	
16.00 16.10	Closure of workshop	Mr. Bonnie Tembo	
16.10 16.15	Final prayer	Volunteer	

**Annex 3 Summary and analysis of the feedback sheets**

Question	Summary	Analysis & direction for solutions
Positive	Organisation profile is OK Avap willingness to partner with other CSO! Inclusion of gender and HIV/AIDS! Avap desire to level access to info in rural areas in comparison with urban areas Inclusive: touch all angles in line with avap object Clear and workable objectives in line with avap core business Inclusion of monitoring and evaluation Situation analysis	Everything and its contrary
Negative	<p><u>Structure of the strategic plan:</u>                      Need to shorten and simplify strategic plan to make it more easily understandable                      Reshuffle: swap parts about situation analysis at beginning, background before strategic directions, include response analysis                      Organisational structure unclear and not accurate (related issue raised: Board is not effective: cannot meet its mandate of policy formulation if meeting only once a year. Would like to see the board operate in full capacity)</p> <p><u>Content of the strategic plan/activities:</u>                      Necessity to improve linkage between core mandate and activities                      Too many activities listed in 2008/2009                      Nothing about income generating activities                      No mention of the good governance clubs in schools and democracy information centres                      Strategic plan does not specify how activities should be implemented for securing success</p> <p><u>Content of the strategic plan/implementation:</u>                      Lack of effective organizational communication                      No clear reporting chain                      No presentation and analysis of the partnership</p>	<p><u>Structure of the strategic plan:</u>                      Review of structure of the strategic plan                      (Proposal to change name for provincial civic campaigners to provincial coordinators                      Proposal to change name from project to programme)                      Review of the organisation chart</p> <p><u>Content of the strategic plan/activities:</u>                      Re focus on core mandate                      Focus on implementation and on indicators to measure performance</p> <p><u>Content of the strategic plan/implementation:</u>                      Review of information flow within the organisation                      Presentation of partners: need for producing a framework of engagement with CSO partners</p>

	<p>No provision for infrastructure development of democracy information centre where working conditions are unpleasant          Unrealistic timeframe to implement certain activities: stretch stages and phase over time          Time framework not uniform          Plan does not address training needs of staff          Strategic plan not costed          Many activities require a big amount of money, if funding is not secure then programmed activities will fail</p>	<p>for all democracy information centres           Avap is donor dependent = necessity to secure own funds          Own funds would allow to improve and develop the democracy information centres</p>
<p>Issues/activities out of mandate</p>	<p>Anti corruption as overlap with TIZ          HIV Aids do not meet the organization objective          Report on human rights</p>	<p>Explain the nature of the partnership with TIZ, review what has been done so far with view of cross-fertilization of knowledge between the various democracy information centres, how to improve.          HIV not perceived as outside mandate by majority = Necessity to clarify Avap mandate, vision and mission and explain why activities out of the mandate should not be done</p>
<p>Missing issues/activities</p>	<p>Institutional development not addressed (related issues from answers to “any other issues”: Necessity to open new democracy info centre (how to become self sustained).           Promotion of inter party youths programmes: specify what it is, how it works          Lack of materials to distribute in institutions of learning          Lack of funds to air programs on the media           Silence on necessity to campaign for delivery of NRC and proper sensitization of people</p>	<p>To be addressed in the new strategic plan                To be included in the “monitoring of election process” activities.</p>
<p>New activities</p>	<p><u>New targets:</u>          Community sensitization on the role of the local authorities in local governance, Intensify capacity building for headpersons and chiefs.          Training of school girls and women</p>	<p><u>New targets:</u></p>

	<p>Programme aimed at sensitization of marketers</p> <p><u>New issues:</u>          Budget tracking and monitoring          Advocating for just land policies          AVAP should start working hand in hand with Drug Enforcement Commission to educate their youth about the dangers of using drugs          Sensitization on climate change          Corruption: need to be specified in terms of how AVP is addressing this topic and cooperating partners, e.g. TIZ</p> <p>Avap programmes on community based radio stations          In house production of media product (TV, Radio, documentaries) to improve visibility of the organisation          Introduction of internet services in all democracy information centres</p>	<p><u>New issues:</u>          To be linked with issues raised during INSAKAs and good governance clubs = need to standardize the follow up in terms of networking and monitoring</p>
<p>Training needs</p>	<p>Report writing skills          Proposal writing skills          Research skills          Computer skills          Resource mobilization = fundraising          Organisational management (office) library: needs to be specified          Project management monitoring and evaluation          Advocacy and lobby</p> <p>Democracy and good governance          Decentralization          Basic law          Political, social and civil rights          HIV/AIDS counselling skills: needs to be specified in terms of e.g.          HIV/AIDS workplace policy          Cycle social counselling</p>	<p><u>Capacity building of staff:</u>          Produce a comprehensive internal training programme to develop skills of staff</p> <p>Human resources to create a file for each employee:          curriculum,          particular skills          training needs identified          workshops/training sessions in which the employee has taken part.</p> <p>Identify what skills can be shared internally</p> <p>Ask employees to identify training providers in the field</p>
<p>Other issues</p>	<p><u>Communication:</u></p>	<p><u>Communication:</u></p>

	<p>Need to improve internal communication (between national secretariat and field staff, and within the national secretariat)</p> <p><u>Working conditions and working environment:</u>                  Need to improve conditions of service for staff: increase of salary, budget to cover administrative cost including transport, gratuity at the end of the contract                  Staff need to be motivated                  No workplace policy for staff infected with HIV/AIDS                  Shortage of man power in democracy information centres to implement programmes</p>	<p><u>Internal</u></p> <ul style="list-style-type: none"> <li>- proposal to have a monthly summary send back to the democracy information centres</li> <li>- Develop guidelines for internal reporting in view of standardisation</li> <li>- Production of position paper by the national secretariat</li> </ul> <p><u>External:</u>                  Need to improve visibility of Avap                  Need to beef up website</p>
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**Annex 4: Working Groups**

**WORKING GROUP 1**

**IDENTIFYING AND FIGHTING THE ROOT CAUSES OF VOTER APATHY**

**14.00 – 15.30**

Identify the root causes of voter apathy  
 How to fight voter apathy  
 Mapping of past and current activities  
 Ideas for new activities  
 Ideas to raise fund to finance those activities  
 Identify training needs to improve skills in implementing anti voter apathy  
 How to improve communication and visibility of AVAP?

**15.30 – 16.00** Coffee/Tea Break

**16.00 – 16.20**

One rapporteur presents the outcome of the working group discussion

**16.20 – 16.45**

General discussion

**Facilitator inputs**

Necessity to conduct in depth research to explain the 25% decrease in voter turnout from 2006 and 2008 elections

Fighting voter apathy by enhancing accountability of elected leaders and public officials = exploring new approaches in advocacy: sit in, petition, fax and SMS campaigns, boycott, opinion campaign

**New voter education tools**

Consider the possibility to work with Theatre Companies that would tour the constituencies and recruit town criers. Work with musicians to create voter education songs. Paintings and expositions in collaboration with schools. Democracy festival with songs, poems, expo... All new tools in Road shows to tour the communities

Distribution of wind up radios in the communities

Multiplication of debates and radio programmes

**WORKING GROUP 2****DEMOCRACY EDUCATION****14.00 – 15.30**

Identify target audiences

Mapping of past and current activities (quantification)

Ideas for new activities, how to improve reaching out for the identified target audiences

Ideas to raise fund to finance those activities

Identify training needs to improve skills in implementing anti voter apathy

How to improve communication and visibility of AVAP?

**15.30 – 16.00** Coffee/Tea Break**16.45 – 17.05**

One rapporteur presents the outcome of the working group discussion

**17.05 – 17.30**

General discussion

**Facilitator inputs**

The work of the democracy information centre is hindered by a lack of resources. Few of the centres have electricity, less are equipped with computers and printers. Ideally, the democracy information centres number should be increase and all the centres should be located in appropriate location with electricity and running water. Further, the democracy information centres should be fully equipped with computer, printer, and photocopy machine and internet connection. This could bring some financial resources to the centres as the equipment could be used by the members and the residents against a competitive fee. The money collected would then be used to cover the administrative costs and the benefice could finance increased activities securing sustainability.

Engage with business community/banks in the view to have some activities funded through sponsorship. Learn lessons from the partnership with ZAIN; bring the partnership with ZAIN further: ask for cell phones, free lines...

Look for in-kind contributions: liaise with companies to identify which of them will change their furniture or their communication equipment. Identify IT centre and liaise with them in order to seek for donation of computers abandoned by customers...

Be creative! Tombola, bingo, Avap event like "donation day" to recuperate chairs, tables, and lamps whatever to equip the democracy information centres.

Engage with new donors: EU delegation, Zambian Governance Fund and others.

**WORKING GROUP 3**

**ELECTORAL PROCESS MONITORING**

**09.00 – 10.30**

Electoral process approach versus Election Day approach  
 Mapping of past and current activities  
 Ideas for new activities that follow the electoral process approach  
 Ideas to raise fund to finance those activities  
 Identify training needs to improve skills in monitoring the election process  
 Advocate for Electoral Reform and implementation of Election Law before, during and after election:  
 what has been done, what should be done  
 How to improve communication and visibility of AVAP?  
 Vision Coalition 2011: what kind of coalition? What kind of decision making structure? What kind of activities? How to improve observation methodology?

**10.30 – 11.00** Coffee/Tea Break

**11.00 – 11.20**

One rapporteur presents the outcome of the working group discussion

**11.20 – 11.45**

General discussion

**Supporting documents**

Graph of the election cycle  
 Documentation about the election cycle  
 EU handbook on observation methodology

**Facilitator inputs:**

Lessons learned from 2006 & 2008: necessity to revert to the 2006 system when fund was managed by PC marketing. For election day monitoring, system of sharing polling stations on ward basis was efficient.

Decision making process should be clarified through a MoU between partners that should outline a clear common communication strategy before, during and after election day.

Necessity to start monitoring activities as soon as possible as registration will start in August. Therefore necessity to make donors understand that election is not a one day event but a process that must be monitored thoroughly.

Strategy to engage with international observation missions (EU, SADC, AU, EISA, Commonwealth) in order to brief them as soon as they arrive in country and make sure they hear the voice of the civil society before going public with their own findings and statements.

Joint training manual, joint training sessions, joint observation forms.

Decision to offer same level of allowances to the selected monitors.

Improve observation methodology: qualitative and quantitative assessment in order to be able to communicate the first assessment as early as election day itself. Which means improve the reporting system and the transmission of observation results.

**WORKING GROUP 4**

**PROMOTE DEMOCRATIC CO-EXISTENCE OF POLITICAL PARTIES**

**09.00 – 10.30**

- Mapping of past and current activities
- Ideas for new activities
- Ideas to raise fund to finance those activities
- Identify training needs to improve training and advocacy skills
- How to advocate for political party law, for adherence to code of conduct, for violence free political campaign?
- How to improve communication and visibility of AVAP?

**10.30 – 11.00** Coffee/Tea Brea

**11.45 – 12.05**

One rapporteur presents the outcome of the working group discussion

**11.05 – 12.30**

General discussion

<p><b>Supporting documents</b>                  NDI documents on political party laws</p>
<p><b>Facilitator inputs</b>                  Include “know how” modules: voter manifesto (how to produce an issue based manifesto, how to “sell” it to the electorate) fundraising techniques (how to finance a political campaign, how to look for money without compromising on values and manifesto) campaign techniques (agenda, recruitment of campaigners, code of conduct for campaigners) how to lobby to secure party nomination during primaries.</p> <p>Support their campaign: pay for nomination fees, provide campaign material (Chitenge, T-Shirts, caps...).</p> <p>Organize follow up of trained young politicians through mentorship (using again past trainees)</p>

Annex 5: Proposal for AVAP website

About us	Reports	Advocacy	Activities	Campaigns	Donations
<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Membership</li> <li>• Partners</li> <li>• Code of conduct for monitors</li> <li>• Contact us</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Thematic reports</li> <li>• Annual reports</li> <li>• Training manuals</li> </ul>	<ul style="list-style-type: none"> <li>• Position papers</li> <li>• Service delivery</li> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Training of young politicians</li> <li>• School debates</li> <li>• INSAKAs</li> <li>• Democracy foras</li> <li>• Good governance clubs</li> </ul>	<ul style="list-style-type: none"> <li>• NRC Campaign motto &amp; ogo</li> <li>• Voter registration campaigns</li> <li>• Motto &amp; logo</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Bank data</li> <li>• Fundraising events</li> <li>• Lobby private sector</li> <li>• Friends of VAP</li> </ul>

Title of the monthly newsletter

A story from my neighbour ...

Targeted information and messages to the public, AVAP staff, politicians, administrators...

Events of the week:

16-17 July 2009, AVAP strategic plan workshop  
 26 July Donation Day  
 29 July SKY FM radio debate  
 "When was the last time I saw my MP?"

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