



2023 – 2027 STRATEGIC PLAN





ELECTORAL COMMISSION OF ZAMBIA

Your Vote Counts

CHAIRPERSON'S STATEMENT



The 2023-2027 Strategic Plan for the Electoral Commission of Zambia (ECZ) was developed against the backdrop of the previous 2018 – 2022 Strategic Plan. The 2018 – 2022 Strategic Plan was implemented despite various challenges that the Commission faced such as COVID-19 pandemic and the economic downturn. The Commission conducted the review of the 2018 - 2022 Strategic Plan and derived lessons which helped in the development of the 2023 – 2027 Strategic Plan.

In developing the current strategic plan, a participatory approach was used with the establishment of the Strategic Planning Team which comprised management and non-management staff. The Commission adopted three key principles to guide the planning process. The first principle was **inclusivity**, thus all staff were represented in the Strategic Planning Team. In addition, stakeholders who included Political Parties, Civil Society Organisations, Cooperating Partners, Law Enforcement Agencies and Faith Based Organisations were consulted to get their views and expectations, as the Commission executes its mandate. The second principle was the need for active **participation** which involved engaging a wide range of stakeholders and a cross section of the

employees of the Commission. The third principle was **ownership** of the strategic plan. The Commission is convinced that inclusivity, participation and ownership of the strategic plan by members of staff and other key stakeholders will assure effective implementation of the plan.

As a Commission, we are aware of the high expectations of the Zambian people from their Electoral Management Body to deliver credible elections. The Commission is therefore committed to offering electoral services through effective stakeholder engagements, proficient and efficient elections management for the benefit of the people of Zambia. The 2023 – 2027 Strategic Plan provides a roadmap on how the Commission will meet these aspirations.

I, on behalf of the Commission, wish to appeal to electoral stakeholders to work with the Commission in the implementation of this 2023 – 2027 Strategic Plan.

Mrs. Mwangala F. Zaloumis
CHAIRPERSON OF THE COMMISSION

ACKNOWLEDGEMENTS



The 2023 – 2027 Strategic Plan for the Commission is an important tool in the execution of its institutional mandate. It sets out a realistic strategic programme that will allow the Commission to build on the achievements, lessons learnt, progress made, and respond to the ever-changing environment in election management while remaining faithful to its mission and vision. Clear strategies and detailed activities have been developed to help achieve the key focus areas and strategic objectives.

This Strategic Plan also includes strategic goals, objectives, performance indicators and targets of the Commission's programmes. The Commission has also established procedures for quarterly reporting to facilitate effective performance monitoring, evaluation, and corrective action. The implementation of the proposed strategies will enhance the institutional capacity of the Commission and enable it to build synergies among key players to mitigate both external and internal challenges.

On behalf of the Management and staff, I wish to single out the enormous support and guidance that was rendered by the Members of the Commission. The Commission specially rendered its specific guidance in determining the strategic direction in the lifetime of the Strategic Plan. Thus, the

Commission approved a new Vision, maintained the Mission and modified the Shared Values. In addition, the Commission approved the areas of strategic focus or strategic pillars with the accompanying strategic objectives. I further wish to thank most sincerely our various electoral stakeholders that include Political Parties, Civil Society Organizations, Faith Based Organizations, Law Enforcement Agencies and Cooperating Partners. The views of the stakeholders are greatly valued and had a great influence in the development of the Strategic Plan.

Furthermore, I wish to thank the members of staff who demonstrated extreme commitment and selfless work during the planning process and their fortitude in seeing the development of the strategic plan through to the end. Therefore, I implore members of staff at every level to remain committed to ensuring the successful implementation of this Plan.

We commit to ensuring that the 2023 – 2027 Strategic Plan is successfully executed under the guidance of the Commission.

Bob M. Musenga
ACTING CHIEF ELECTORAL OFFICER



ACRONYMS

8NDP	Eighth National Development Plan
CEO	Chief Electoral Officer
CRV	Continuous Registration of Voters
CSO	Civil Society Organisation
CVE	Continuous Voter Education
DNRPC	Department of National Registration, Passports and Citizenship
ECF	Electoral Commissions Forum
ECZ	Electoral Commission of Zambia
EMB	Electoral Management Body
FBO	Faith Based Organisation
GDP	Gross Domestic Product
GSM	Global System for Mobile Communication
ICT	Information and Communication Technology
INRIS	Integrated National Registration Information Systems
KPI	Key Performance Indicators
MoU	Memorandum of Understanding
NDP	National Development Plan
NRC	National Registration Card
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PWD	Persons With Disabilities
SADC	Southern Africa Development Community
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Achievable, Realistic and Time bound
SOPs	Standard Operating Procedures
SPMC	Strategic Planning Management Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
UDHR	Universal Declaration of Human Rights
UNDP	United Nations Development Programme
VVD	Voter Verification Device

1. INTRODUCTION AND BACKGROUND

1.1 Introduction

The 2023 - 2027 Strategic Plan defines the Commission's Vision, Mission and sets out its priorities and strategic objectives for the next five years. It also provides a road map for meeting those objectives and builds on the previous Strategic Plan which ran from 2018 – 2022.

Strategic Planning is pertinent in defining a desired future state and mobilizing the efforts of everyone in an organisation towards achieving the goals and objectives. It establishes an enabling environment for assessing organisational performance and employment of strategic risk management to avoid strategic drift. This need is even more imperative in an ever changing and challenging environment which could easily sway organisational focus.

The 2023-2027 Strategic Plan has a firm foundation in the Vision, Mission and Core Values of the Commission. The Plan is an essential tool to help the Commission pursue excellence in carrying out its mandate.

Good governance entails respect for human rights and freedoms, entrenching transparency and accountability, participation, strengthening the democratic process, enhancing access to justice, observance of the rule of law and upholding national values and principles. The strategic plan in accordance with the Commission's mandate is aligned with the Eighth National Development Plan (8NDP) 2022-2026. Section 8, part 8.4 of the 8NDP, Development Outcome 1

outlines the “Improved Policy and Governance” and refers to the strengthening of democratic and political governance. The Strategy also aligns to SDG 16 which calls for peaceful and inclusive societies based on respect for human rights, protection of the most vulnerable, the rule of law and good governance at all levels.

This plan has also been developed to incorporate lessons from the 2018 – 2022 strategic plan as well as key initiatives arising from the 2021 General Elections. The plan has been aligned and redefined on the basis of the key functions and output of the Commission thus providing clarity on how each of the strategies adopted are to be achieved.

1.2 Purpose and Rationale of the 2023 – 2027 Strategic Plan

The 2023 - 2027 Strategic Plan gives direction to the Commission in focusing its efforts and resources to attain its vision. It also informs stakeholders in the electoral process on what the Commission aspires to achieve.

In this strategic plan, the Commission has set out its strategic direction with the vision, mission and shared values going forward. Thus, it has addressed the questions: What is our purpose? What do we want to achieve? What are the guiding principles? And how are we going to get there? Through this strategic plan, the Commission intends to drive organizational alignment, which is necessary for effective strategic plan execution.

The specific purposes of this strategic plan are to:

- a) provide strategic direction for the Commission and guide the actions to be taken to achieve its mandate;
- b) enable the Commission to focus on what needs to be achieved based on its mandate and lessons learnt from its previous strategic plan;
- c) communicate the vision of the Commission to its internal and external stakeholders;
- d) provide a framework for organizational performance and improvement;
- e) anchor the strategic change into the daily operations by strengthening its systems, policies, procedures, and structures;
- f) give guidance to Management and staff on their day-to-day operations; and
- g) provide a monitoring and evaluation tool for the measurement of performance.

2. THE ECZ – OUR ORGANISATION

2.1 WHAT WE ARE

The Commission is an independent Electoral Management Body (EMB) established in 1996. Since its establishment, the Commission has conducted six (06) General elections (in 1996, 2001, 2006, 2016 and 2021), two Presidential Elections (in 2008 and 2015), Referendum in 2016 and several National Assembly and Local Government by-elections.

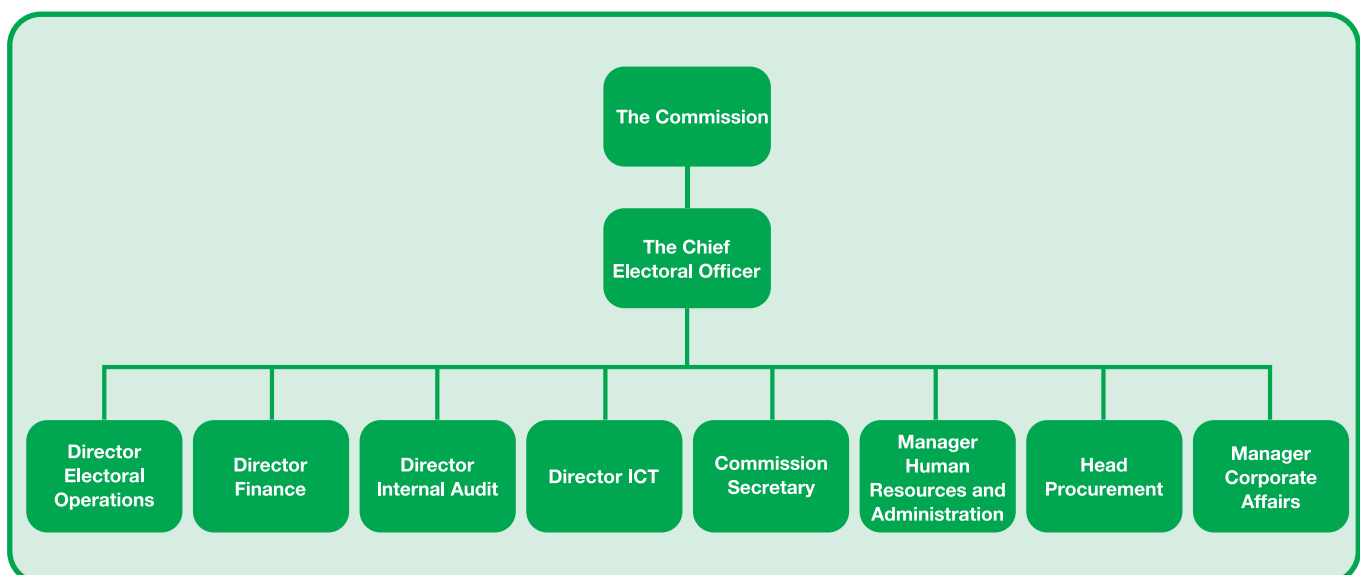
The Commission is a member of the Electoral Commissions Forum of SADC (ECF-SADC) that facilitates peer support and the sharing of information and experiences among member countries. The Commission also works in collaboration with bodies such as African Union (AU), International Conference on the Great Lakes Region

(ICGLR), Common Market for Eastern and Southern Africa (COMESA), Association of World Election Bodies (A-WEB) and the Commonwealth Electoral Network (CEN).

2.2 COMMISSION COMPOSITION

The Commission is composed of the Chairperson, Vice Chairperson and three other Members who provide policy direction to the organisation. The Commission appoints the Chief Electoral Officer, who is the Chief Executive Officer and other members of staff, responsible for day-to-day administration of the Commission. The Chief Electoral Officer is supported by Heads of department. See Figure 1 below.

Figure 1: Governance and Management Structure



2.3 OUR CONSTITUTIONAL MANDATE

The Electoral Commission of Zambia is an independent Constitutional body responsible for organising and conducting elections in Zambia. Under Article 229 (2) of the Constitution of Zambia (Amendment) Act No. 2 of 2016, the Commission has the mandate to carry out the following functions:

- i) implement the electoral process;
- ii) conduct elections and referenda;
- iii) register voters;
- iv) settle minor electoral disputes, as prescribed;
- v) regulate the conduct of voters and candidates;
- vi) accredit observers and election agents, as prescribed;
- vii) delimit electoral boundaries; and
- viii) perform such other functions as prescribed.

2.4 OUR STATUTORY MANDATE

To enable the Commission achieve its constitutional mandate, the Electoral Process Act No. 35 of 2016 empowers the Commission to perform the following statutory functions:

- i) To make regulations providing for the registration of voters and the manner of conducting elections;
- ii) To constitute conflict management committees and appoint conflict management officers for purposes of resolving electoral disputes;

- iii) To administer and enforce the Electoral Process Act, and the Electoral Code of Conduct;
- iv) To correct mistakes committed by electoral officers in the tabulation of results within seven days of the declaration of the results;
- v) To disqualify a political party or candidate in breach of the Code; and
- vi) To provide voter education.

2.5 OUR GUIDING PRINCIPLES FOR DEMOCRATIC ELECTIONS

The Commission is responsible for delivering credible elections as guided by fundamental principles for democratic elections enshrined in the Universal Declaration of Human Rights (UDHR) that Zambia has signed and ratified.

Zambia has also signed and ratified the International Covenant on Civil and Political Rights (ICCPR), International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), the Convention on the Elimination of All Forms of Racial Discrimination against Women (CEDAW), the Convention on the Rights of Persons with Disabilities (CRPD), and the African Charter on Democracy, Elections and Governance (ACDEG). The Commission therefore is duty bound to comply with the guiding principles for conducting democratic elections.

OUR VISION, MISSION AND CORE VALUES

THE VISION STATEMENT



“A Model Electoral Management Body that meets the democratic aspirations of the Zambian people.”



We seek new ways of doing business so as to achieve operational efficiency and effectiveness.

THE MISSION STATEMENT



“To effectively manage the electoral process to deliver credible elections.”



We strive to consistently achieve high standards of electoral services through our competence, behaviour, attitude, and communication.

OUR CORE VALUES

The Commission shall be guided by the following values in the performance of its duties:



We conduct our business with honesty and openness and are accountable to those we serve.



We conduct our business in an honest, truthful and ethical manner.



We are committed to treating our stakeholders in a fair, objective and unbiased manner.



We create an enabling environment that embraces diversity and offers respect for everyone.



We will endeavour to ensure that the electoral process and outcomes are trusted and acceptable to the general public.



We rely on the collective skills and competencies in the discharge of our mandate.

ASPIRATIONAL STATEMENT

“An independent electoral management body committed to the delivery of credible elections through stakeholder engagement, and proficient and efficient elections management for the benefit of the people of Zambia.”

Balanced Scorecard Implementation

In implementing the strategic plan, and recognizing the aspirational statement, the Commission has adopted the balanced Scorecard as a Management Tool for strategic planning and performance management. The Corporate Balanced Scorecard will be cascaded to all departments and each member of staff will have a scorecard that will guide their performance. Members of staff will contribute to the overall achievement of the strategic plan around the three (03) strategic pillars.

3. ENVIRONMENTAL ANALYSIS

The following have been identified as the key issues expected to impact on the operations of the Commission over the planned period:

3.1 Political Factors

- Large number of registered political parties;
- Interest in politics by CSOs/FBOs/Cooperating partners
- Political violence and political intolerance
- Mistrust among political party stakeholders wanting to be engaged separately by the Commission
- Disinformation and Misinformation on social media by political parties and other stakeholders

3.2 Economic Factors

- Macro-economic policies;
- Inflation
- Interest rates
- Exchange rates
- Government fiscal policy;
- Restrictive budget ceilings by the Treasury;
- Shortage of energy services in some districts
- Effects of pandemics e.g (COVID 19) Restrictions.

3.3 Social and Demographic Factors

- Zambia's changing demographic profile i.e. age profile, generational mix;
- Unemployment level of 12.5% of the population at the material time;
- Low literacy and educational levels, especially in rural communities;
- Influence of religious leaders on the electoral process;
- During and after elections people's

expectations and emotions are high; and

- Abuse of social media such as Cyberbullying, misinformation and disinformation.

3.4 Technological Factors

- Availability of information in diverse formats and on diverse platforms such as social media;
- Increased availability of community radio stations;
- Rapid advancement in Information, Communication and Technology;
- Accessibility of ICT infrastructure;
- High cost of ICTs;
- Cybersecurity risk/data breaches;
- Availability of virtual platforms;
- Lack of Mobile Network Connectivity in some areas particularly in remote areas;
- Integrated National Registration Information System (INRIS) Project under the Department of National Registration Passport and Citizenship (DNRPC).

3.5 Environmental Factors

- Flooding, drought thereby leading to internal migration;
- The use of Generator sets contributes to environmental degradation (carbon emissions); and
- Green environment

3.6 Legal Factors

- Constitutional electoral reforms;
- Amendments to electoral laws; and
- Public Procurement Act No. 8 of 2020 (PPA) and Public Procurement regulations including implementation of e-GP platform.

4. ORGANISATION PERFORMANCE

During the implementation of the strategic plan, the Commission faced some challenges such as COVID 19 pandemic and the deterioration in the macroeconomic fundamentals in the country which impacted on the achievement of some objectives. However, the following were some of the key achievements:

- The successful holding of the General Elections in 2021 where presidential results were declared within 69.5 hours less than the set objective of 72 hours.
- During the period under review, the Commission successfully conducted the various by-elections.
- In order to enhance accessibility the number of polling stations was increased from 7700 to 12,152. Further, ramps were constructed at some polling stations.
- Voter Verification Devices (VVDs) in selected polling stations was used to reduce Voting time.
- New voters' register was created and certified as at 9th May 2021, capturing 83.5% of eligible voters. The Commission conducted the deduplication process of the Voter's register which helped to reduce errors.
- Inspection of the voters' roll in 2021 was successfully carried out.
- To improve internal systems and processes to meet stakeholder expectations the Commission developed process workflows and implemented Online Voter pre-registration and verification by December, 2021.
- Conducted engagement meetings at every stage of the electoral cycle with

various stakeholders' e.g. political parties, traditional leaders, CSOs and FBOs. These were held at least twice every quarter.

- Conducted stakeholder engagement meetings with various stakeholders' e.g., political parties, traditional leaders, CSO and FBOs.
- Conducted Rebranding in 2021 and brand roll out in progress.
- Conducted various programmes on Radio and TV.
- Continuous Registration of Voters (CRV) was implemented in ten (10) Registration Centres in 10 Provinces.
- The Commission conducted Delimitation during the period which resulted into the following:
 - (a) Increase in the number of wards from 1624 to 1858; and
 - (b) Increase the number of polling districts from 7700 to 8999.

5. STRATEGIC DIRECTION

The diagnosis of the strategic analysis revealed three strategic issues as the Critical Success Factors that are the subsequent strategic pillars for the 2023 – 2027 strategic plan as indicated in the table below:

STRATEGIC AREA OF FOCUS	STRATEGIC OBJECTIVES
ELECTION MANAGEMENT	<ul style="list-style-type: none"> To update and maintain an accurate register of votersTo To review electoral boundaries To declare national election results within 72 hours after the close of the last polling station To increase conflict resolution mechanisms To improve accessibility and convenience in election management
COMMUNICATION AND STAKEHOLDER ENGAGEMENT	<ol style="list-style-type: none"> To improve stakeholder engagement in the electoral process To improve stakeholder perception To Increase stakeholder participation in the electoral process
INSTITUTIONAL CAPACITY	<ul style="list-style-type: none"> To improve internal systems and processes for effective and efficient operations and service delivery To improve financial management To attract, develop, and retain an effective and efficient human capital by December 2027 To strengthen and implement organisational structure To Enhance security, upgrade and optimise critical ICT Systems To Enhance physical security

Table below highlights in detail the strategic objectives and actions to be undertaken:

Table 1

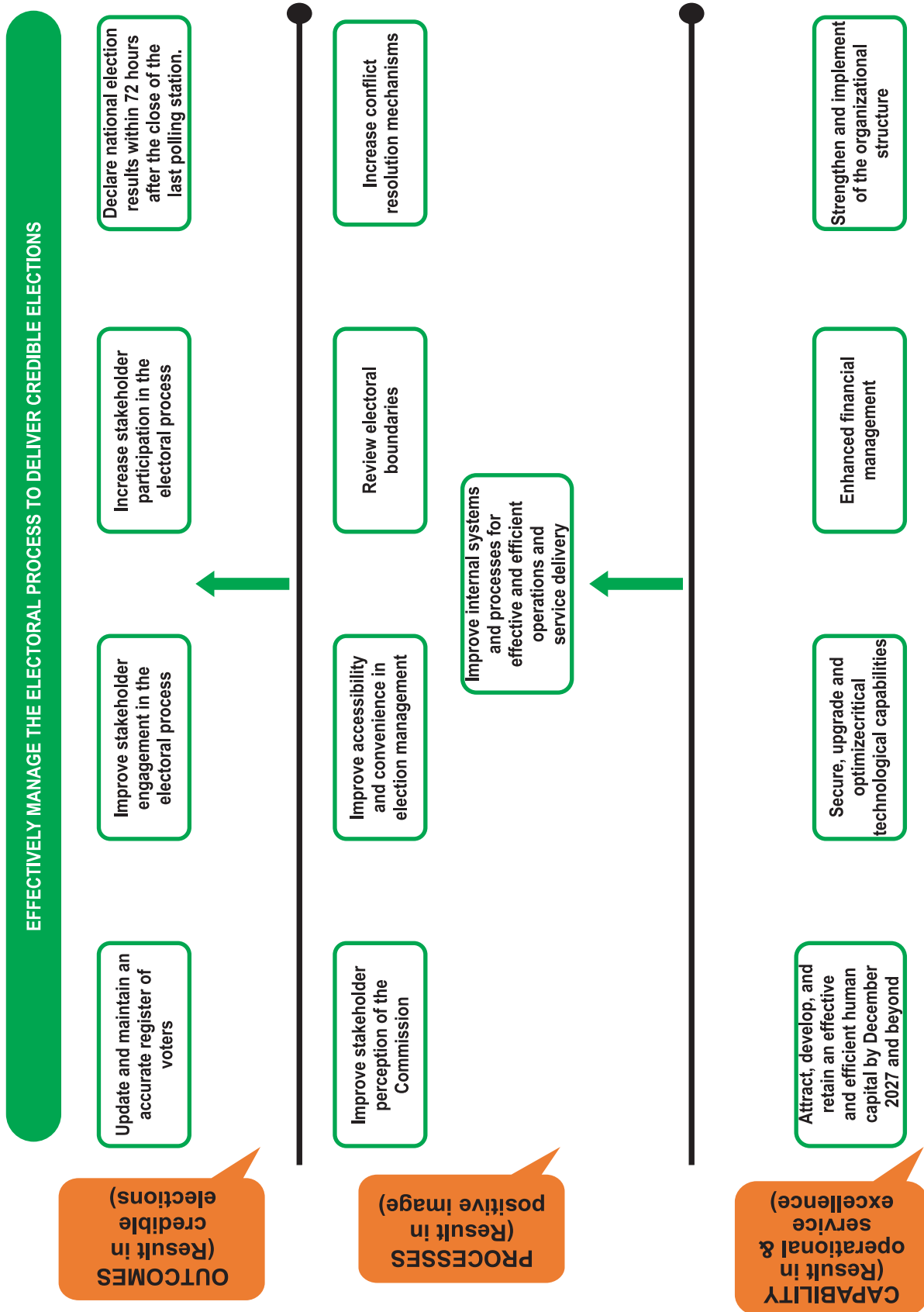
Strategic Pillars	Strategic Objectives	Strategies Actions
Election Management	1.1 To update and maintain an accurate register of voters	<ul style="list-style-type: none"> Decentralisation registration of voters to the districts. Conduct continuous registration of voters.
	1.2 To review electoral boundaries	<ul style="list-style-type: none"> Conduct delimitation Carryout inspection and assessment of polling stations
	1.3 To declare national election results within 65 hours after the close of the last polling station.	<ul style="list-style-type: none"> Implement Logistics Module. Review and optimisation of polling stations Maintenance and update of the Results Management System. Upgrade of ICT Infrastructure.
	1.4 To improve accessibility and convenience in election management	<ul style="list-style-type: none"> Stakeholder engagement. Benchmarking with other EMBs. Enhance access Persons With Disabilities. Research and development in the electoral process.
	1.5 To increase conflict resolution mechanisms	<ul style="list-style-type: none"> Develop and implement Conflict Management mechanisms. Develop and Implement a Conflict Management Early Warning System.
Communication and Stakeholder Engagement	2.1 To improve stakeholder engagement in the electoral process	<ul style="list-style-type: none"> Review and implement stakeholder engagement strategy.
	2.2 To improve stakeholder perception of the Commission	<ul style="list-style-type: none"> Increase brand visibility and recognition of the Commission.
	2.3 To increase stakeholder participation in the electoral process	<ul style="list-style-type: none"> Review and update of stakeholder participation programme. Continuous Voter Education. Review and implement programmes to increase participation of Persons with Disabilities, Women and the Youth.



Institutional Capacity	3.1	To improve internal systems and processes for effective and efficient operations and service delivery	<ul style="list-style-type: none"> • Develop, review and implement Policies and Standard Operating Procedures (SOPs). • Implementation of the risk management strategy. • Optimisation of Workflows, business processes and operational systems. • Enhance the operations system of SAP ERP. • Establish and operationalize an Electoral Logistics Unit.
	3.2	To enhance financial management	<ul style="list-style-type: none"> • Continuous engagement with Treasury. • Compliance to financial regulations
	3.3	To attract, develop, and retain an effective and efficient human capital	<ul style="list-style-type: none"> • Development and implementation strategies to create a culture of continuous performance improvement. • Translation of organizational values into competences for staff placement, training, and assessment. • Improved Staff engagement and commitment. • Alignment of staff grades and competences with job descriptions and enforce accountability for results. • Implementation of change management strategies. • Implementation of the talent management strategy.
	3.4	To strengthen and implement organisational structure	<ul style="list-style-type: none"> • Review and implementation of the proposed organisational structure.
	3.5	To enhance security, upgrade and optimize critical ICT systems	<ul style="list-style-type: none"> • Deployment of a modernized ICT infrastructure that enables secure mobile and remote access to appropriate resources.

		<ul style="list-style-type: none"> • Maintenance of a robust and secure ICT Infrastructure. • Development and implementation of a resilient Business Continuity Management Programme. • Enhanced Disaster Recovery Management • Implementation of ICT Governance Framework. • Implementation of digital transformation of electoral and administrative management processes.
	3.6 To enhance ICT and physical security	<ul style="list-style-type: none"> • Deploy a modernized ICT infrastructure • Maintain a robust and secure ICT Infrastructure • Develop and implement a resilient Business Continuity Management Programme • Implement ICT Governance Framework • Digital Transformation of electoral management processes • Enhance physical security

A model electoral management body that meets the democratic aspirations of the Zambian people



6. OPERATIONAL PLANNING, IMPLEMENTATION AND MANAGEMENT

The successful implementation of a Strategic Plan will require the effective guidance of the Commission as a policy making body and as principal owners.

Management is responsible for the day-to-day execution of the Strategic Plan. The following are some of the roles and responsibilities in the implementation of the Plan: -

6.1 The Commission

The primary responsibility of the Commission is to provide oversight, direction and ensure that this strategic plan is fully implemented. The day-to-day implementation of this plan will be delegated to the Chief Electoral Officer as Controlling Officer. The Members of the Commission own this plan and are committed to its successful execution.

6.2 Quarterly Commission Meetings

The Members of the Commission will expect Management to present a status report on the execution of the Strategic Plan at each Quarterly Commission Strategic Plan Review Meeting. The status report will give an account of actions taken in the implementation of the strategic objectives.

5.3 Committees of the Commission

Prior to every quarterly Commission Strategic Plan Review Meeting, the Committees will report on the progress in the execution of the strategic

objectives. These committees namely; Elections and Voter Education, Administration and Corporate Affairs, Finance and Audit will report to the Members of the Commission.

6.4 Management

Management comprises of the Chief Electoral Officer and Heads of Department of the Commission. The heads of department will prepare monthly reports tracking the strategic objectives in the strategic plan indicating their operations and key achievements. Any key challenges impeding achievement of the strategic plan will require Management interventions. The reports are the key agenda items for the Management monthly meetings.

In line with the Governance Charter and ZPPA Act, Management has established the ICT Governance and Procurement Committees respectively. The Management Committees will meet regularly to ensure that the strategic objectives are being implemented by management and their staff.

6.5 Annual Work Plan

In the execution of the Strategic Plan, the Commission will ensure that the Chief Electoral Officer prepares a Corporate Scorecard and departments will derive their Annual Work Plans that will be the basis of annual budgeting and performance monitoring and



review. The Annual Work Plans will be derived from this strategic plan to ensure that the strategic plan is a living document. A comprehensive review of the Strategic Plan will be conducted annually.

6.6 Departmental Meetings

Departments will meet monthly to discuss their performance towards the achievement of strategic objectives in the strategic plan. The Chief Electoral Officer will ensure that all departmental heads produce monthly reports on planned activities.

6.7 Monitoring and Evaluation

Monitoring and Evaluation (M & E) of the Strategic Plan is vital for effective implementation and ascertaining its impact. The Performance, Monitoring and Evaluation function will be under the office of the Chief Electoral Officer. The M & E framework will be developed to timeously track progress and evaluate performance against set strategic objectives, targets as well as institutional corrective measures. The Chief Electoral Officer will submit quarter reports to the Commission.

6.8 Structure and Strategic Plan Alignment

The Strategic Plan and the Commission organizational Structure shall be aligned to ensure that what the strategic plan requires is supported by the structure. Following the review of the performance of the 2018 – 2022 Strategic Plan, the Commission resolved to undertake a structure review and job evaluation to ensure that there is vertical and horizontal equity across the whole organisation.

6.9 Change Management

The execution of this strategic plan requires change of attitudes and corporate culture requiring a new way of doing things in the Commission. Without a change of attitude, this strategic plan will not be achieved as planned. The Commission expects a performance level of above 75% on each strategic objective.

A change management programme will be necessary particularly in the implementation of the Balanced Scorecard and ensuring that the same is cascaded from the corporate, departmental and individual scorecards against which performance will be assessed.

This will require effective supervision of staff to ensure that each employee carries out his/her work assignment.

6.10 Implementation Plan

To ensure effective execution of this strategic plan, the Commission has put in place a robust Implementation plan. In the Implementation plan, there is clarity on what is going to be achieved, how it is going to be achieved, when it is going to be achieved and who are the “objective owners” will be clearly identified. The timelines with the targets will help the monitoring and evaluation team to track performance of strategic plan implementation.

A robust implementation plan focusing on the strategic pillars of the strategic plan is a “lead measure” for successful implementation of the strategic plan.

6.11 Risk Management

In the implementation of the strategic plan, some strategic objectives may not be achieved for various reasons. The risk of not achieving strategic objectives, due to forces beyond the immediate control of the Commission needs to be anticipated. The Commission will set the risk appetite of the institution and review risk management reports.

While the strategic plan is being implemented, management has appointed risk champions in every department. Monthly meetings involving departmental risk champions will be held to assess the status of risks occurring and their potential impact.

As part of prudent risk management, the Commission has adopted ISO31000 framework in its

management of enterprise risk. Risk Committee comprising departmental champions will submit risk reports to the Director Internal Audit who will subsequently report to the Commission Audit Committee.

6.12 Assumptions

The successful implementation of the 2023 – 2027 Strategic Plan will be based on the following:

- a) The democratic culture is entrenched in the country.
- b) The Commission is adequately and timely funded by Government throughout the strategic plan period.
- c) Electoral Legal Review is carried out and implemented within the next five years.
- d) Enhanced relationship with Stakeholders.



ELECTORAL COMMISSION OF ZAMBIA

Your Vote Counts



Electoral Commision of Zambia



www.elections.org.zm

