



## REPORT OF THE 12<sup>th</sup> REGIONAL NEW COMMISSIONERS' ORIENTATION FOR THE SOUTHERN AFRICA REGION

LUSAKA, ZAMBIA, 27-29 AUGUST 2024



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## 1. BACKGROUND

The professionalism of election managers is key to their capacity to deliver well-organized, credible, and genuine elections. Electoral Management Bodies (EMBs) perform best when their leadership thoroughly understand the technicalities, principles and good practices in electoral administration. In Africa, EMBs are working to bring the capacities of commissioners and senior staff to the desired level – a difficulty compounded by the fixed-term appointments, party composition, lack of financial independence and other challenges that Commissions face in the discharge of their mandate. Despite solid credentials in their previous positions, newly appointed Commissioners often require further familiarity and knowledge of key issues in the fields of democracy and electoral administration.

It is in this context and in the framework of their MOU, that the Electoral Commissions' Forum of SADC Countries (ECF-SADC) collaborated with the International Institute for Democracy and Electoral Assistance (International IDEA) to conduct the twelfth **New Commissioners Orientation (NCO) programme** that was hosted by the Electoral Commission of Zambia (ECZ) in Lusaka, Zambia, from 27 to 29 August 2024. This NCO was funded by the European Union through the **Strengthening Pan-African Capacities for Electoral Observation and Assistance (SPEC)** project.

The conduct of the NCO aligns with the ECF-SADC's strategic priorities on EMB capacity building as a crucial element that contributes to strengthening and promoting a culture of electoral democracy in the Southern Africa region. Similarly, International IDEA has, over the past 25 years, worked to promote and protect sustainable democracy worldwide in consideration of human rights commitments through policy-relevant knowledge, capacity development, advocacy, and the convening of dialogues to promote trust in electoral processes and outcomes through knowledge production, research capacity development and advocacy. Over the past decade, both institutions have contributed to capacity strengthening of EMBs through the delivery of the NCOs and comparative research and peer learning.

The NCO brought together twenty-eight (28) recently appointed Chairpersons, Commissioners and Chief Elections Officers (CEOs), from Eswatini, Malawi, Namibia, Seychelles, Tanzania, Zambia and Zanzibar. The Electoral Commission of Zambia as the host had the opportunity to bring on board its Directors and Managers of departments. The 28 participants were composed of 16 men and 12 women (see Annex I: List of Participants).

## 1. OBJECTIVES

The overall objective of the three-day NCO was to support policy-makers and senior staff of EMBs in the Southern Africa region in their mandate to deliver transparent, credible and peaceful elections.

The specific objectives were to:

- Introduce and engage newly appointed Commissioners and senior staff to the concepts, principles, good practices, emerging trends governance and leadership in the electoral field;
- Equip them with knowledge and skills to undertake their new responsibilities with integrity, professionalism, transparency and accountability, and
- Enhance peer learning and collaboration among the EMBs in the region.

## 2. RESOURCE PERSONS AND FACILITATORS

The orientation was led by an experienced team of Facilitators and Resource Persons selected from former electoral officials, academics, and thematic experts across Africa who shared experiences and built networks to strengthen performance in their portfolios.

The selection of resource persons, was done in line with two key principles – peer learning and harmonisation of regional efforts between AU and RECs. On peer learning, Directors from ECF Member EMBs were selected as resource persons and on harmonisation of regional efforts, the training saw resource persons selected from the AU, UNDP and UNWomen to lead sessions. Other thematic experts from International IDEA also served as resource persons on key thematic issues.

Two lead facilitators who are renowned BRIDGE accredited facilitators led the training, namely, Ms. Tomsie Dlamini, from South Africa and Dr. Zefanias Matsimbe from Mozambique, who guided participants through the various modules with resource persons, over the three-day programme. The facilitators were supported by Ms. Hilda Modisane (Executive Secretary, ECF-SADC) and Mr. Mawusi Dumenu, Programme Officer, Elections, International IDEA (see Annex II for the resource persons and facilitators in the agenda).

## 3. METHODOLOGY

The main themes covered over the three-day induction were:

- a) Overview of democracy, elections and electoral management
- b) Electoral operations and electoral stakeholders
- c) Electoral leadership and emerging issues

The orientation methodology combined theoretical knowledge with practical application and the participants were exposed to in-depth virtual and in-person presentations by resource persons, followed by plenary discussion and experience-sharing among participants. The orientation also employed the use of scenarios/case studies and moderated panel discussions and breakout working sessions.

Based on lessons learnt from previous NCOs and in response to emerging issues in the field of elections, new sessions were introduced to the programme. These are:

- *Role of Regional Institutions in Electoral Processes as an Integral Part of Conflict Prevention and Democracy Promotion* this session was introduced in response to previous feedback on two emerging issues: (a) increasingly contested electoral outcomes and (b) the need for AU and other regional institutions to go beyond election observation to further support EMBs in managing deeply contested elections and preventing electoral violence. This session also included for the first time, a focus on prevention of violence against women in electoral processes.
- *Digitalisation and electoral processes* – in response to the fast pace of digitalisation on the continent and its impact on electoral processes, the curriculum was expanded to include a session on this important thematic issue. The session provided an opportunity to socialise EMBs on the recently adopted [Principles and Guidelines for the Use of Digital and Social Media](#) in Elections in Africa. The session also responded to EMBs' enquiries around the new opportunities and challenges related to social media and artificial intelligence (AI) in electoral processes.
- *Protecting Electoral Integrity* – this session was introduced to expand the previous focus of the curriculum on electoral risk management to other broader concepts within the

broader context of protecting elections. The session outlined the importance of and avenues for an increased use of risk management, resilience-building, and crisis management methods to this end.

Understanding that previous NCOs were over four days some topics were merged under other thematic areas. Such as the previous sessions on communication and public outreach.

## 4. ACTIVITIES UNDERTAKEN

The activity commenced with preparatory conference calls with International IDEA, ECF-SADC, and the ECZ with the lead facilitators and the resource persons selected to cover the different thematic areas. Through these calls, the organisers and facilitators forged a common understanding of the objectives of the NCO, expected outcomes and provided guidance to resource persons on content development to adapt the generic model to a virtual training.

Key elements of the work completed included the three-day implementation period of the training. The training was delivered from 09:00 to 17:00 with two 15 minutes tea breaks and one hour for lunch (see the agenda in Annex II). On some days, discussions went beyond the scheduled time due to high interest on some topics

### 4.1. PROCEEDINGS

#### 4.1.1. Day One

The official opening featured the welcome remarks by Mwangala Zaloumis, the ECZ Chairperson, Dr Elsie T. Nghikembua, ECF-SADC Exco Chairperson delivered her opening remarks. Petra Gasparova, Political Affairs, European Union, Tawanda Chimhini, African Union, Democracy and Election Expert and Gram Matenga, Head of Programmes at International IDEA representing Dr. Roba D. Sharamo, International IDEA's Regional Director, Africa and West Asia delivered goodwill messages and pledged commitment to enhancing initiatives that strengthen democracy, elections and good governance on the continent to safeguard the credibility of elections across the SADC region. All speakers emphasised the importance of supporting EMBs to ensure that elections are administered with the highest professionalism and profound responsibility.

Hon. Dr. Mumba Malila, SC - Chief Justice of the Republic of Zambia delivered the keynote address stressing the vital role of inclusive, transparent, and credible elections for a smooth and peaceful transfer of power all of which are essential for economic development and social cohesion.

*"SADC can take pride in the fact that in the last couple of decades there has been impressive thaw to democratic governance on the continent characterized by regular elections." Hon. Dr. Mumba Malila, Chief Justice*

In an attempt to address the challenges of the Electoral Dispute Resolution (EDR) mechanisms in Zambia, the Hon Chief Justice apprised participants of the establishment of an Electoral Management Advisory Committee headed by a Judge of the Constitutional Court to streamline EDR methods so that they are accessible, user-friendly and credible. He wished all participants well and urged them to emerge wiser and well-equipped for their different responsibilities.

After the official opening, the orientation programme began in earnest, guided by the two principal facilitators.

### A. Overview of democracy, elections, and electoral management

Democracy, Elections and Guiding Principles of Electoral Management and International Electoral Benchmarks for Democratic Elections: The session covered broad concepts of democracy and elections, the principles for credible election management, international legal instruments and obligations that have developed over time to underpin concepts for credible elections, regular elections and secrecy of the ballot. Global, and regional instruments and obligations particularly focused on regional instruments relevant for the EMBs in the SADC region – including the SADC Principles & Guidelines, AU Charter on Democracy, Elections and Governance, and the Principles for Election Management, Monitoring and Observation (PEMMO). The session also discussed the conditions conducive to the holding of credible and transparent elections in the region. Participants shared experience on how electoral conflicts were resolved in the region for comparative purposes and identified approaches that worked well that could be adapted by participants. The EMBs must continue to advocate in favour of responses that address peaceful transfer of power having addressed all electoral disputes. Participants stressed the vital role of inclusive, transparent, and credible elections free of any unresolved disputes from the electoral process to promote trust and legitimacy of elected representatives curbing unrests which are deterrents for economic development. Discussions underscored that adherence to the principles demand regulated behaviour entailed in codes of conduct, are vital and can be enhanced with sanctions if violated to promote high standards of actors in the democratic process of elections.

*Electoral Management: Definition, Functions, Models, and Powers:* Following establishing a

common understanding of the definition of an EMB, common roles, functions, and different types and powers, participants analysed the different EMB institutional models, composition, and tenure which ranged from 5-12 years, institutional structure, powers (administrative, legislative and judicial), formal accountability, funding models and any other exclusive characteristics. Whatever the model, in

*"I call on Commissioners to be seen as people of integrity who deliver their mandates with the highest standards of professionalism free from biases".  
Dr Elsie T. Nghikembua ECF-SADC Exco Chairperson*

their discussions, participants reflected on the opening remarks of Dr Elsie T. Nghikembua, ECF-SADC Exco Chairperson, that EMBs should embody electoral management and administration that is professional and impartial, which are central elements to the conduct of elections with integrity. Discussions shone a spotlight on the independence of EMBs, how they remain politically neutral, professional and committed to democratic values while funded by the government. Following long debates on the independence of an EMB, individual EMBs presented various examples on independence demonstrating it to be institutionally independent from the executive branch of government while discharging the mandate of the EMB professionally and not influenced by political pressure. As participants shared their views, there was general consensus that the independence of the EMB, is influenced by the model and how the commission is constituted. The appointment of commissioners plays a pivotal role on its independence. Rules and regulations designed to establish independence need to be followed as prescribed and in practice throughout the execution of the EMB's mandate. There was appreciation for government to fund its own democratic processes for autonomy. Participants opined that donor funding is necessary, but sometimes is laden with unreasonable terms and conditions imposing on the EMB what donors prioritise might not always be a priority for the EMB. Donor technical support is always appreciated as it enhances the capacity and knowledge-base of the staff.

Analysing different EMB models of countries represented added flavour to the discussions and facilitated practical learning experience to the real issues. The group activity sparked discussions on the impact of tenure of commissioners without due consideration of knowledge transfer and

safeguarding institutional memory. To this end EMBs shared lessons learned through peer learning exchange programmes which assists in fast-tracking the knowledge base of their portfolios. The NCO was mentioned as one such programme save that it came too far in between – a few more programmes in the course of the year, even if it is between one or two sister-EMBs to focus on specific learning areas would be helpful.

*Electoral Systems Overview:* This session covered the basics of electoral systems, defining characteristics, and the basics of electoral reform. It explored the different electoral systems used in the SADC region and elaborated on their advantages and disadvantages. A special focus was on gender quotas and youth contesting elections in the SADC region and country-specific examples were provided. Eswatini Tinkhundla’s electoral system, different from the mainstream multi-party democracy, demonstrates variations of unique processes of electing representatives. On the international electoral systems, discussions also focused on domestic legal frameworks which establish the rules of the game in the electoral process. Constitutions, electoral laws and other relevant legislation, peace agreements in post-conflict settings, as well as EMBs’ regulations and codes of conduct have a great impact on women’s political participation and representation. Malawi demonstrated that having a woman head of state is possible and should be encouraged throughout the SADC region. Resource references given included The United Nations’ 2005 publication, [“Women and elections: Guide to promoting the participation of women in elections”](#) which gives an account of the impact of legal frameworks on the participation of women in practice. A brief discussion on electoral systems reforms in the region, specifically South Africa, ensued and summarised as derived from the amendment of the Electoral Act to allow for the inclusion of independent candidates. Successive South African elections since 1994 have used a party-list proportional representation electoral system in terms of which members of the national assembly and provincial legislature are elected from the lists submitted by political parties to the Independent Electoral Commission. The review of the electoral system is still underway. Participants expressed interest in the outcome of this exercise and the impact on the outcome of election results in the future should the electoral system change.

*Promoting inclusion in the electoral processes: Gender, Youth and People with Disabilities:* This session addressed the importance of inclusive democratic institutions and processes are strategic for recognizing that full and equal political participation and representation are vital elements for achieving sustainable democracy. The session was activity-based which assisted participants to delve into the realities of access, participation, representation and the required transformative changes of unequal power relations, negative gender and social norms, practices and behaviours in political processes and institutions. All participants appreciated the role of temporary acceleration measures in addressing the imbalances of representation and all other efforts in place. EMBs represented bemoaned the lack of political will, accountability, slow-pace in changing social norms and attitudes to integrate transformative approaches to promote inclusion in electoral processes. An interesting suggestion emerged from discussions to have a comprehensive set of guidelines for electoral inclusion – across all categories. This would be a readily available resource and reference material for SADC EMBs to use when planning their electoral events. It also became apparent that EMBs needed to find innovative ways to make voter education interesting for the youth and keep them engaged – again cross pollination of ideas among SADC EMBs was recommended to strengthen electoral inclusion working with CSOs who champion targeted categories – women, youth, people with disabilities etc. One of the key challenges common across all EMBs is how to reach all people with disabilities as most EMBs rely on CSOs, however not all in this target group are registered. EMBs suggested a coordinated approach of establishing a network of CSOs whose constituency serves people with disabilities

to work closely with electoral administrators not only in election periods but keep the momentum even in non-election periods and get people with disabilities directly involved



#### 4.1.2. Day Two

### B. Electoral operations and electoral stakeholders

Proceedings focused on electoral operations and electoral stakeholders under thematic areas: Voter registration practices; electoral cycle, calendars and planning; election day and results management; adjudicating electoral disputes and EMB responsiveness to media and external communication. Key takeaways included, how best to respond to media and external communication, during which participants shared on the impact of developing trends and tactics, violent scenarios, challenges, opportunities and possible solutions for electoral integrity. Some EMBS requested a programme of action to support response strategies to the information disorders (misinformation, disinformation and malinformation) on media platforms that can be disruptive to electoral process.

On adjudicating electoral disputes participants commended the strategies shared by Hon. Chief Justice Mumba during the opening session, to facilitate ease of access to the electoral dispute resolution mechanisms in Zambia to promote credibility of the process. Participants shared broadly on best practices in the region and committed to pursuing discussions having established good networks from the induction. Most EMBs indicated that they are observing positive results through the multi-party liaison committees that are vehicles for resolving election disputes and also promote the general smooth functioning of the election processes, assisting in ensuring electoral justice and supporting the acceptance of election results. The Zambia structure that adjudicates electoral disputes became the focal point of reference and most EMBs were interested in understanding how it functions for possible adaptability in their own country-context.





### 4.1.3. Day Three

#### C. Electoral leadership and emerging issues

The sessions covered electoral leadership and managing political pressure, financing elections, protecting electoral integrity, the role of regional institutions in electoral processes as an integral part of conflict prevention and democracy. Summary of key points discussed on this day: Electoral leadership highlighted emerging issues, challenges faced by EMBs with a focus on promoting transparency, integrity, and independence in the electoral process.

The Electoral Commission of Zambia presented a case study on financing elections highlighting the importance of transparency and accountability in all aspects of budgeting and procurement processes.

On the role of regional institutions, participants engaged the panel composed of the African Union (AU), United Nations Development Programme (UNDP) and UNWomen on the nexus between elections, peace and security on the continent. Panellists outlined their roles which included examining electoral processes across the continent by assessing the state of preparedness, challenges, and gaps to guide the type of mission that should be deployed to a particular country. The AU has an early warning centre that picks up signals from countries and informs the approach or strategy that is adopted by the AU in their interventions. Participants were keen to know how to enrol on the AU observer mission database and courses if any. The UNDP is guided by the UN Charter, and the principle of subsidiarity is key in its collaboration with the Regional Economic Communities (RECs). The UNDP provides electoral assistance which is often demand-driven based on requests from member states followed by a Needs Assessment Mission to co-create the electoral assistance for the requesting country. The UN Secretary General deploys special envoys to promote peace in countries if the need arises. The role of UNWomen focuses on the prevention of Violence Against Women (VAW). UNWomen's mandate also focuses on recovery and relief, creating dialoguing platforms to promote Women, Peace and Politics and supporting women mediator networks.

The day's session also delved into ICTs in elections focusing on various aspects such as voter registration, biometrics, open data principles, election results management, challenges and electoral cybersecurity. The South African case study assisted in putting the general use of ICTs into perspective and demonstrated the evolution of technology, specifically in voter registration. Discussions on technology elaborated on successes, cautioning EMBs on risk areas and the panacea that technology has all the solutions. The session investigated digitalisation and elections specifically AI which is a totally new phenomenon altogether of which EMBs need to embrace and find ways of managing during elections. The session also covered electoral integrity in electoral processes and results management. Lastly, on AI participants requested more information and or working sessions to enhance their understanding and apply it in their countries. Participants also raised some questions on how to respond effectively in a crisis situation, which was range of issues from blackouts, to cybersecurity, loss of ICT data and the unknown field of AI and potential impact on electoral administration.

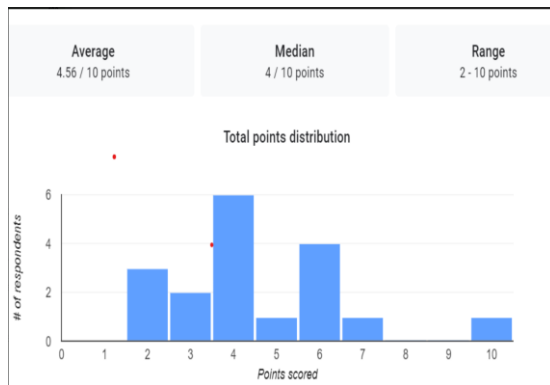


## PERSONAL VALUES AND GOALS

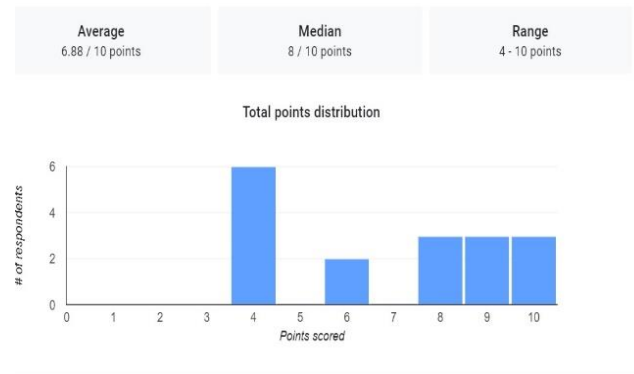
This reflection exercise helped in identifying what truly mattered to the group as election administrators, commissioners and what legacy they would like to leave behind. It presented an opportunity for participants to collectively do some introspection on their new portfolios and how they plan to address the challenges that are relatively common to all EMBs. The good aspects of existing systems participants mentioned would be enhanced. Core to the reflection was the promotion of clean, transparent elections conducted with integrity that would not only appeal to the electorate but also promote peace, stability for economic development and be worldclass EMBs.

## 5. EVALUATION OF ORIENTATION COURSE

Pre- and post-tests were administered to assess the initial knowledge level and knowledge gained from the course. Below is a graphical presentation of the outcomes:



Pre-course results



Post-course results

The questions for both pre-course and post-course were similar which helped in gauging the effectiveness of the course. The questions were on basic electoral administration, This assisted in pitching the course content at the appropriate level for all. The quiz was administered online with real-time scores at the beginning (pre-course test) and at the conclusion of the course (post-course test).

The difference in the outcomes of the pre and post course tests demonstrate that there was improvement in the responses given at the end of the course. This could be ascribed to the knowledge gained during discussions which presented participants with insights on the principles, contents, context and general subject matter.

## 5.1. Participants' Expectations

At the beginning of the course, participants communicated their expectations of the course. These are summarised below:

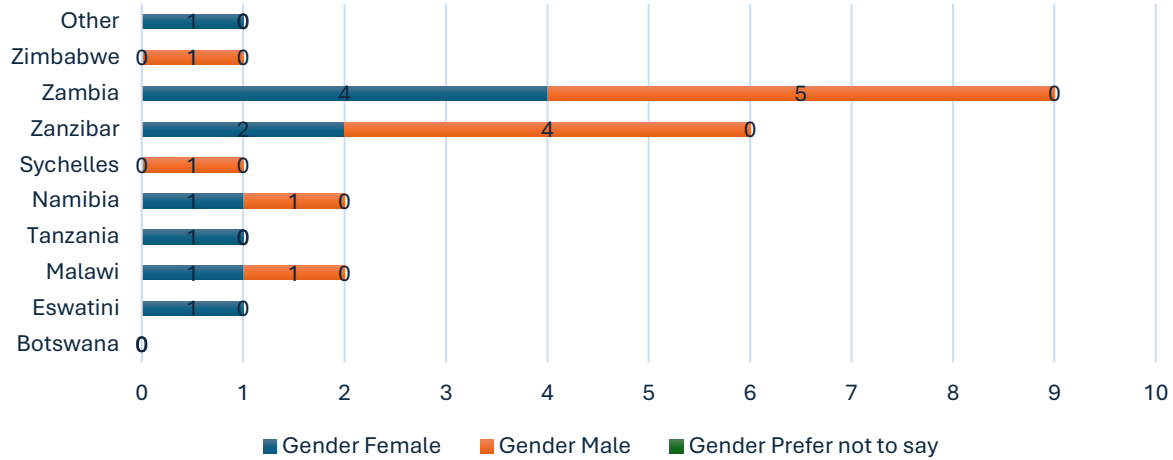
- a) On learning:
  - Good practices from other countries on election management and to learn all things about election management and observation missions.
  - How EMBs are funded.
  - How to manage and handle political pressure and ensure inclusive and fair electoral process with integrity.
  - Everything on election management and observation missions.
  - The intricacies and dynamics of leadership in election management.
  - So I can be a well-oriented electoral official
  
- b) On sharing experiences and good practices
  - Exchange ideas on the best practices of conducting elections, leadership and governance of elections.
  - Information, network and make friends.
  
- c) On understanding
  - The principles, practices for effective management of electoral processes as a commissioner.
  - The inherent challenges of electoral systems in multi-party set up.
  - Possibilities of using e-voting technology and other election processes.
  - Enhance capacity in fostering and defending democracy.
  - The commissioner's role as a policymaker and not a technical official and the interface thereof.
  - Strategies for post-election conflict resolution.

## 5.2. Overall Course Evaluation

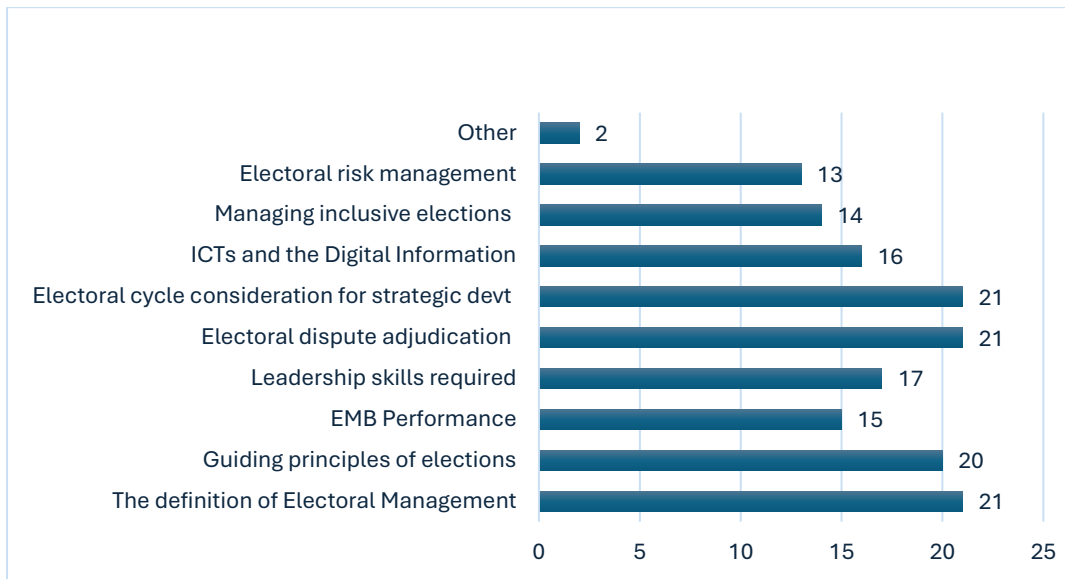
At the end of the orientation, participants provided feedback on the content of the workshop, relevance of the themes and recommendations for future iterations of the orientation programme by completing evaluation forms. Overall, participants gave positive feedback of the workshop in the written evaluation in terms of the content, presentation and facilitation. Details of the participants' evaluation scores and comments are summarised below:

### 5.2.1. Summary of participants' end of course evaluation

### Chart 1: Who participated?



5.2.2. Which of the following thematic issues did you have most enhanced understanding and most helpful in your work on Electoral Management? (Tick all that applies)

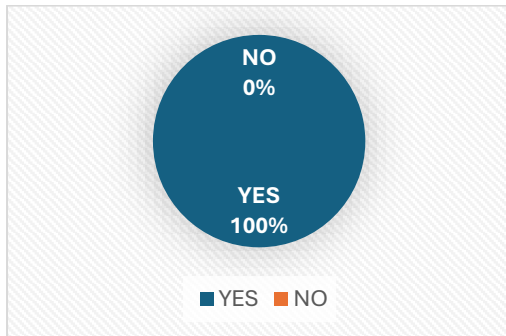


5.2.3. How did you use or apply this knowledge previously? If you have not used or applied this knowledge, please elaborate why.

- Some of the things I just knew about them but never implemented. The Secretariat implemented some, but this will give a clear direction for oversight and policy decisions.
- I used it when faced with an issue relevant to those skills.
- During voter registration.
- I shared this knowledge with colleagues and used it during the 2022 General Elections.
- At every stage of the electoral cycle, I applied this knowledge but not fully.
- Worked with colleagues to manage elections before by contributing my knowledge.
- In the process of preparing for and managing Zambia’s General Elections in August 2021.
- I have used the knowledge during trainings for polling staff.

- By engaging the PLC to resolve the misunderstandings by political parties in a by-election which had failed to take place almost twice and through those engagements it was finally done.

5.2.4. *Do you believe that this knowledge will inspire any changes in how you or your institution would work on or support elections?*



5.2.5. *Do you believe that this knowledge will inspire your work, please explain how so, with examples.*

- I will share with my colleagues what I learned, and together we will incorporate the changes and upgrades into our projects.
- I need to fully understand electoral processes and I can share lessons learned with other commissioners.
- I will apply the knowledge in handling various electoral matters, for example, when dealing with electoral justice mechanisms.
- We shall continue applying this knowledge back at our workstations.
- In combating risks and working with media.

5.2.6. To what extent did the orientation meet the expectations of the participants?



## 6. RECOMMENDATIONS

Time was a major constraint, yet the topics were rich in content, well delivered but insufficient time for engagement. Further deliberation on the following are recommended:

*To the ECF-SADC and International IDEA as the organisers:*

- a) Compile case studies on electoral disputes in the region with question on the application and limitations of normative frameworks for that can be adapted by participants. These case studies may be requested from ECF-SADC countries and refined if at all or as the case may be for learning purposes.
- b) Conduct mini-series on selected themes such as crisis and risk management in electoral processes. This topic was broad and loaded with critical information to assimilate in a short space of time allocated.
- c) Provide further engagement initiatives on technology in elections with a thrust on cybersecurity as EMBs were keen to learn about strategies to circumvent threats and actual attacks on their electoral ICT operations.
- d) Provide training and tools on media relations and external communication as these remain a challenge to develop and successfully implement strategies of engagement and managing media.
- e) Increase the number of days to four to allow for engagement on the various thematic areas.
- f) Allocate only one resource person per session to present strictly in 20 minutes to allow participants and facilitators to ask questions and share their experiences. Preference should go to persons with experience of working in the African context.
- g) Technical topics (Electoral Systems, types and models of EMBs,) to be run by facilitators applying the BRIDGE methodology.

*To the ECF-SADC Member EMBs*

- a) Develop a roadmap for peer-to-peer learning with sister EMBs on selected themes of interest with a clear programme of action.
- b) Maintain a strong presence on communication platforms and update the EMB website with current/latest information to counter potential information disorders.

## 7. ANNEXES

### Annex I: List of Participants

No.	Country/EMB	Name	Designation	Gender
1	Elections and Boundaries Commission of Eswatini (EBC)	Rejoice Ncamsile Ndzinisa	Commissioner	F
2	Malawi Electoral Commission (MEC)	Hon. Justice Annabel Mtalimanja	Chairperson	F
3		Rev. Phillip P.J Kambulire	Commissioner	M
4		Dr. Limbikani Kamlongera	Commissioner	M
5	Electoral Commission of Namibia (ECN)	Pius likwambi	Commissioner	M
6		Josefina Muhapi	Director Finance	F
7	Electoral Commission of Seychelles	Elvis Julie	Commissioner	M
8		Dr. Zakia M. Abubakar	Commissioner	F

9	National Electoral Commission of Tanzania (NEC)	Mawazo Bikenye	PA to Commissioner	M
10	Electoral Commission of Zambia (ECZ)	Mwangala F. Zaloumis SC	Chairperson	F
11		Amb. Ali Simwinga	Deputy Chairperson	M
12		Amb. Ndiyoi Mutiti	Commissioner	F
13		Macdonald Chipenzi	Commissioner	M
14		Maj. Gen. Vincent Mukanda (Rtd)	Commissioner	M
15		Brown Kasaro	Chief Electoral Officer	M
16		Clementina Mwelwa	Director-Finance	F
17		Andrew Minja	Director- Internal Audit	M
18		Memory Mwamba	Acting Director-ICT	F
19		James Mwaba	Head-Procurement	M
20		Mangala Zimba	Manager -HRA	F
21	Zanzibar Electoral Commission (ZEC)	Hon. Justice. George Joseph Kazi	Chairperson	M





22	Hon. Justice Aziza Iddi Suweid	Commissioner	F
23	Hon. Idrisa Haji Jecha	Commissioner	M
24	Hon. Awadh Ali Said	Commissioner	M
25	Hon. Juma Haji Ussi	Commissioner	M
26	Hon. Halima Mohamed Said	Commissioner	F
27	Hon. Ayoub Bakari Hamad	Commissioner	M
28	Thabit Faina	Chief Electoral Officer	F





## Annex II: Training Agenda

### New Commissioners' Orientation (NCO) Programme - Southern Africa

Date: 27-29 August 2024 (English)

Zambia, Lusaka.

#### AGENDA

DAY ONE: TUESDAY, 27<sup>TH</sup> AUGUST 2024

Topic: OVERVIEW OF DEMOCRACY, ELECTIONS AND ELECTORAL MANAGEMENT

TIME	ACTIVITY	RESPONSIBILITY
8:30-9:00	Participants Registration and Administration of Pre-Orientation evaluation	International IDEA & ECZ





9:00-9:45	<p><b>Opening Ceremony</b></p> <p>Welcoming remarks</p> <p>Opening remarks</p> <p>Goodwill messages</p> <p>Keynote Address and Official Opening</p>	<p><b>Moderator: Patricia Luhanga</b>, ECZ Corporate Affairs Manager</p> <p><b>Mwangala Zaloumis SC</b>, Chairperson of the Electoral Commission of Zambia (ECZ)</p> <p>Dr Elsie T. Nghikembua Elsie, ECF-SADC Exco Chairperson</p> <p><b>Petra Gasparova</b>, Political affairs – European Union</p> <p><b>Tawanda Chimhini</b>, African Union, Democracy and Election Expert</p> <p><b>Dr. Roba D. Sharamo</b>, International IDEA Director, Africa and West Asia</p> <p><b>Hon. Dr. Mumba Malila, SC</b> - Chief Justice of The Republic of Zambia</p>
9:45-10:10	GROUP PHOTO AND COFFEE BREAK	
10:10-10:45	Participants Introduction, Workshop Expectations, Code of Conduct, Housekeeping	Facilitators: Hilda Modisane, ECF-SADC
10:45-10:55	Programme Overview	Facilitator: Tomsie Dlamini



<p>10:55-12:15</p>	<p><b>Democracy, Elections and Guiding Principles of Electoral Management and International Electoral benchmark for Democratic Elections</b></p> <p>This session traces the link between the broad concepts of democracy and elections. At the end of the session, participants understand that conducting elections is part of the broader context of strengthening democracy in the country. The session will also define the principles for credible election management. The session also covers the international legal instruments and obligations that have developed over time to underpin concepts such as free and fair elections, regular elections and secrecy of the ballot. It will refer to global, African and regional instruments and obligations but in particular focus on regional region instruments relevant for the EMBs in SADC region – including the SADC Principles &amp; Guidelines, AU Charter on Democracy, Elections and Governance, and the Principles for Election Management, Monitoring and Observation (PEMMO). In doing so the session will also examine the conditions conducive to the holding of credible and transparent elections in the country/ region.</p>	<p>Facilitators: Zefanias Matsimbe</p> <p>Resource persons:</p> <p><b>Tawanda Chimhini</b>, African Union Commission, Democracy and Election Expert,</p> <p><b>Maureen Shonge</b>, UN Women East and Southern Africa Regional Office Regional Policy Specialist - Women Political Participation</p>
<p>12:15-13:00</p>	<p><b>Electoral Management: Definition, Functions, Models and Powers</b></p> <p>This session aims at building a common understanding of definition of an EMB, common roles functions and different types and powers. This session will also cover emerging issues around independence</p>	<p>Facilitator: Tomsie Dlamini</p> <p>Resource person: Dr. Elsie Nghikembua ECF-SADC EXCO Chairperson</p>
<p>13:00-14:00</p>	<p><b>LUNCH</b></p>	

14:00-15:00	<p><b>Electoral Systems Overview</b></p> <p>This session covers the basics of electoral systems, their defining characteristics, and the basics of electoral reform. This session will explore the different electoral systems used in the SADC region and elaborate on their advantages and disadvantages. A special focus will be placed on gender quotas and youth contesting elections in the SADC region/country.</p>	<p>Facilitator: Zefanias Matsimbe</p> <p><b>Resource person: Robert Gerenge,</b> UNDP Regional Service Centre Electoral Advisor</p>
15:00-16:15	<p><b>Promoting inclusion in the electoral processes: Gender, Youth and People with Disabilities</b></p> <p>This session will examine the barriers faced by men and women (but particularly by women) in accessing different electoral processes and explore possible strategies to address the identified barriers. Participants will also be encouraged to share their gender equity practices and policies in their respective commissions and country of origin.</p>	<p>Facilitator: Tomsie Dlamini</p> <p><b>Resource person: Rumbidzai Kandawasvika-Nhundu,</b> International IDEA Principal Advisor Democracy and Inclusion</p>
16:15-16:30	<p><b>Afternoon Break</b></p>	
16:30-16:45	<p><b>Review of Personal Values and Goals</b></p> <p>This session revisits values and goals that newly appointed Commissioners would set for themselves.</p>	<p>Facilitator: Hilda Modisane, ECF-SADC</p>
16:45-17:00	<p>Homework</p> <p>Reflection: Common EMB challenges</p>	<p>Facilitator: Zefanias Matsimbe</p>
<p><b>END OF DAY ONE</b></p>		



**DAY TWO: WEDNESDAY, 28<sup>TH</sup> AUGUST 2024**

**ELECTORAL OPERATIONS AND ELECTORAL STAKEHOLDERS**

TIME	ACTIVITY	RESPONSIBILITY
8:45-9:00	Welcome and review of homework from Day One (Reflection: Common EMB challenges)	Workshop facilitators: Zefanias Matsimbe
9:00-10:15	<b>Electoral Cycle, Calendars, and Planning</b>  This session introduces the concept of the electoral cycle, its development and application over time, as well as matching election calendars to the cycle. Builds on the planning aspect of election management, it will also explore aspects of planning constraints and project management	Facilitator: Zefanias Matsimbe  Resource persons: Tomsie Dlamini, Facilitator  <b>Mawusi Dumenu</b> , International IDEA Programme Officer
10:15-10:30	<b>Break</b>	
10:30-11:30	<b>Practices in Voter Registration</b>  This session will provide an overview of one of the most critical activities that EMBs undertake, namely, voter registration. The session will outline many of the principles and best practices related to voter registration. Over view and Country Case study, Zambia	Facilitator: Tomsie Dlamini  Resource persons: Brown Kasaro, ECZ Chief Electoral Officer





11:30 - 12:45	<p><b>Election Day &amp; Results Management</b></p> <p>This session will look at the typical technical issues related to election day, counting and tabulation as well as the announcement of election results. It will look at some of the challenges that can be faced by EMBs during the most sensitive period of the electoral cycle</p>	<p>Facilitator: Zefanias Matsimbe</p> <p><b>Resource person: Masego Sheburi,</b> IEC SA, Deputy Chief Electoral Officer</p>
12:45- 13:45	<b>Lunch</b>	
13:45- 14:45	<p><b>Electoral Dispute Adjudication</b></p> <p>This session will look at guiding principles of electoral justice and the role of EMBs in electoral dispute resolution. It will provide participants with an opportunity to discuss some of the challenges that may occur in the event of legal challenges during all phases of the electoral cycle.</p>	<p>Facilitator: Tomsie Dlamini</p> <p><b>Resource Person: Triza Phiri-Lungu,</b> ECZ, Commission Secretary/Legal Counsel</p>
14:45- 15:45	<p><b>EMB responsiveness: Media and External Communication</b></p> <p>This session will look at the critical role of the media in elections and identify a number of strategies that EMBs can pursue to strengthen their media outreach and communications. It will look at media strategy development, the opportunities and challenges related to media as well as practical skills related to engaging with the media. A case study will be presented.</p>	<p>Facilitator: Zefanias Matsimbe</p> <p><b>Resource person: Guy Berger,</b> Media and Digital Policy Expert</p>
15:45- 16:00	<b>Afternoon break</b>	
16:00- 16:10	<p>Take Home: Leadership Qualities in Volatile Political Context</p>	<p>Facilitator: Tomsie Dlamini</p>
<b>END OF DAY TWO</b>		



**DAY THREE, THURSDAY, 29<sup>TH</sup> AUGUST 2024**

**ELECTORAL LEADERSHIP, AND EMERGING ISSUES**

TIME	ACTIVITY	RESPONSIBILITY
9:00-9:15	<b>Welcome Reflection:</b> Leadership Qualities in Volatile Political Contexts	Facilitator: Zefanias Matsimbe/Tomsie Dlamini
9:15-10:45	<p><b>EMB Leadership and Managing Political Pressure</b></p> <p>This session explores in more depth some of the leadership challenges that commissioners may face linked to e.g. electoral integrity and corporate governance. It will explore the different political pressures and experiences from the incumbent and/or opposition parties as well as from civil society, media, and the international community on Commissioners, etc., and, i.e., deal with navigating the political-technical “minefields” of elections. The session will be an open discussion to share experiences and reflect on potential strategies to manage pressure from speakers</p> <p>The session will also define the various stakeholders in an election (media, political parties, CSOs, etc.) look into how they influence electoral processes, and explore basic actions that assist in developing good relationships with stakeholders (especially with regard to conflict prevention</p>	<p>Facilitator: Zefanias Matsimbe</p> <p><b>Resource person:</b> Ulrich Freyer, Former Commissioner, Electoral Commission of Namibia</p>
9:15-10:45	<p><b>Financing EMBs, Procurement, Budgeting and Forecasting the Cost of Elections,</b></p> <p>This session will focus on discussing the various aspects related to funding sources, transparency and accountability. It will cover the advantages of EMBs having financial independence to operate free from undue influence and interference. It will look at the common challenges faced by EMBs in</p>	<p>Facilitator: Tomsie Dlamini</p> <p>Resource person: Clementina Mwelwa, ECZ, Director Finance</p>



	<p>financing their operations and discuss potential solutions and innovations to address these challenges. Furthermore, it will also look at typical costs and budget lines associated with elections, procurement best practices and the means to compare costs from one election to another election, including security/integrity costs, as well as global trends associated with forecasting costs of elections.</p>	
<p>10:45-11:00</p>	<p><b>Morning Break</b></p>	
<p>11:00-12:00</p>	<p><b>Role of Regional Institutions in Electoral Processes as an Integral Part of Conflict Prevention and democracy promotion.</b> This session will expose participants to the role of regional institutions and networks in the electoral process. It will highlight key issues in preventive diplomacy, conflict prevention and electoral assistance. This session will also focus on violence on women in politics and elections.</p>	<p>Facilitator: Mawusi Dumenu, Resource persons: Robert Gerenge <b>Maureen Shonge</b> <b>Tawanda Chimhini</b>, African Union Commission Democracy and Election Expert,</p>
<p>12:00-13:00</p>	<p><b>ICTs in Elections</b> This session will provide a global overview of the different uses of technology in electoral processes focusing on the types of technology used in voter registration, voter identification, voting, results management and special voting arrangements among others. It will look at a number of lessons learned through the last 10-15 years of the use of technology in elections and analyse some perspectives for the future.  Case study South Africa</p>	<p>Facilitator: Tomsie Dlamini Resource persons: <b>Peter Wolf</b> International IDEA, Principal Advisor, Elections and Digitalisation <b>Masego Sheburi</b>: IEC SA, Deputy Chief Electoral Officer</p>



13:00-14:00	<b>Lunch</b>	
14:00-15:30	<p><b>Digitalisation and elections</b></p> <p>This session will look at the new opportunities and challenges related to social media and AI in elections. Social media provides EMBs with a low-cost and effective way to reach millions of potential voters and disseminate key voter education/information messages. However, recent elections have also raised many risks to the electoral process including on issues such as limited regulation of political advertising, disinformation and hate speech/incitement to violence.</p>	<p>Facilitator: Zefanias Matsimbe</p> <p>Resource persons:</p> <p><b>Alberto Fernández Gibaja</b>, International IDEA, Head of Programme, Digitalisation and Democracy</p> <p><b>Guy Berger</b>, Media and Digital Policy Expert</p>
15:30-16:30	<p><b>Protecting Electoral Integrity</b></p> <p>Protecting elections is defined as efforts to prevent, withstand, or recover from negative occurrences that may undermine the integrity of electoral processes and results. This session will outline the importance of and avenues for an increased use of risk management, resilience-building, and crisis management methods to this end.</p>	<p>Facilitator: Tomsie Dlamini</p> <p><b>Sead Alihodzic</b>, International IDEA Principal Advisor Elections, Conflict and Risk Management</p>
16:30-16:45	<b>Final Course Evaluation and Reflections</b>	
16:45-17:15	<p><b>Certification and Closing Ceremony</b></p> <p>Closing Remarks</p>	