ZAMBIA CENTRE FOR INTERPARTY DIALOGUE

STRATEGIC PLAN 2023 – 2027

"Improving Zambia's Democratic Environment"

THE ZAMBIA CENTRE FOR INTERPARTY DIALOGUE

STRATEGIC PLAN

2023 – 2027

JUNE 2023

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FOREWORD

The Governing Board, management, and staff of the Zambia Centre for Interparty Dialogue, (ZCID), with the support of the International Republican Institute (IRI) and the United Nations Development Program (UNDP), have formulated the 2023 -2027 ZCID Strategic Plan in order for the ZCID to effectively undertake its institutional mandate and, ultimately, improve Zambia's democratic governance.

The 2023– 2027 ZCID Strategic Plan is a successor to the 2018-2021 ZCID Strategic Plan which, to a large extent, was successfully implemented. With the formulation of the 2023-2027 ZCID Strategic Plan, the Centre is optimistic that it will be able to learn from the previous one and undertake its mandate to deepen, defend, and promote multi-party democratic governance, gender equity and respect for constitutionalism, the rule of law, and human rights.

In the current strategic plan, the Centre is particularly keen to help Zambian political parties develop through the various activities outlined. The ZCID is predominantly concerned with building the capacity of political parties to effectively play their role as 'gatekeepers' of democracy. The Centre developed this Strategic Plan to contribute to the growth of democratic institutions in Zambia by broadly addressing policy questions, political party formation, citizen engagement, and matters of constitutionalism. Further, this Strategic Plan will seek to address and build the capacity of political parties on contemporary and emerging issues.

On behalf of the Board and Secretariat of the ZCID, I wish to acknowledge the support rendered by the cooperating partners, the ZCID founding members, and the former Board Chairpersons, and thank them for their valuable contributions. Special recognition is extended to the IRI, who have diligently supported the ZCID; we continue to appreciate their valuable contribution. Further, the ZCID wishes to recognise the support of the UNDP.

The Governing Board and Secretariat staff of the ZCID are unanimously convinced that, through joint efforts over the next five years, the Centre will achieve the goals and objectives stated in this Strategic Plan. As representatives of Zambia's political parties, we, at the ZCID, strongly believe in our ability to successfully implement this strategic plan and thereby achieve the Centre's long-term goals.

Mr. Highvie Hamududu
BOARD CHAIRPERSON

ACKNOWLEDGEMENTS

While appreciative of the challenges, achievements, opportunities, and partnerships from the previous strategic plans, the ZCID 2023-2027 Strategic Plan maps out its strategic areas of action, aimed at sustaining and repositioning the ZCID's relevance in Zambia's political landscape.

The consultative process that produced this Strategic Plan was led by the Governing Board of the ZCID, and was facilitated by the Centre's Secretariat. I, therefore, pay special tribute to all the ZCID Board members, under the Chairmanship of Mr. Highvie Hamududu, for their participation and valuable leadership that ensured the successful completion of the current Strategic Plan. I further wish to extend my sincere gratitude to the ZCID founding members, Mr. Newton Ng'uni and Mr. Njekwa Anamela, for their active participation in the strategic planning process. Additionally, I would like to thank the immediate-past Board Chairperson, Mr. Jackson Silavwe, for his availability and input during this planning cycle.

The production of the current strategic plan would not have been possible without the technical and financial support of the IRI; we shall continue to remain immensely grateful to this institution. Our appreciation also goes to the United Nations Development Programme (UNDP).

The Centre extends its gratitude to Dr. Alex Mwamba Ng'oma, the consultant who facilitated the coordination of the various inputs into the strategic plan, and its consequent crafting into a working document.

The ZCID will remain heavily indebted to all of the above in this regard.

Doreen Njovu -Kabwe
EXECUTIVE DIRECTOR

ACRONYMS

ACDEG	African Charter on Democracy, Elections, and Governance
FDI	Foreign Direct Investment
FIB	Freedom of Information Bill
FPP	Forum of Political Parties
GDP	Gross Domestic Product
PEST	Political, Economic, Social/Cultural, and Technological
PF	Patriotic Front
PIC	Public Information Commission
POA	Public Order Act
SDGs	Sustainable Development Goals
TV	Television
UPND	United Party for National Development
USA	United States of America
ZCID	Zambia Centre for Interparty Dialogue

DEFINITION OF KEY TERMS

Conflict	A serious disagreement, or argument
Democracy	A political system based on broad-based political participation, political competition, respect for the Rule of Law, and the protection of human rights
Dialogue	A discussion involving a number of people or entities to resolve a problem
Environment	The surroundings, or conditions in which something happens
Mission	The kind of business that an entity undertakes
Participation	The action of taking part in something
Position audit	A stock-taking exercise of an organisation's assets, systems, and procedures
Strategy	A set of well-calculated steps to follow when doing something
Strategic direction	Area of activity that an organisation chooses to pursue or focus on
SWOT analysis	The bringing together of information gathered through external and internal environmental analysis
Vision	A mental picture of what a business can be in the future

1.0 INTRODUCTION

1.1   Background

The Zambia Centre for Interparty Dialogue (ZCID) has rightfully recognized that, without a robust, well executed plan, failure is inevitable. In line with this recognition, the institution has placed strategic planning at the core of all its operations. Strategic planning is so paramount to the ZCID that it is the express mandate of the board to be responsible for this function.

In the last decade, the ZCID has had two strategic plans. These are the 2012-2015 and the 2018-2021 strategic plans. Both of these strategic plans mapped out strategic areas of action aimed at repositioning the ZCID in Zambia's political landscape.

The present strategic plan is, thus, a successor of the 2018-2021 Strategic Plan which expired only recently. Prior to the crafting of the present strategic plan, a comprehensive review of its predecessor was undertaken. Since some of the strategic objectives of the 2018-2021 strategic plan were not fully accomplished, the current strategic plan is a combination of old and new strategic focus areas.

1.2   The Organisation

The ZCID was registered as a Trust in 2002, under the Land (Perpetual Succession) Act Chapter 186 of the Laws of Zambia. It was registered for the purpose of promoting peaceful inter-party relations, participatory democratic governance, and the Rule of Law in Zambia. It began its operations in October 2006, when its Secretariat was established and the first members of staff were recruited. The Organisation's members are political parties that are duly registered in Zambia some of which have representation in Parliament while others do not.

The ZCID consists of three organs, namely, the Summit of Presidents, the Governing Board, and the Secretariat. The Summit of Presidents is the supreme organ of the institution. Its powers and functions are enshrined in the institution's Trust Deed while, the Governing Board is the sole authority that governs and creates policies for the ZCID. Finally, the Secretariat is responsible for the day-to-day management of the programs and activities of the ZCID.

1.3   Methodological Approach

The crafting of the present strategic plan was informed, in part, by the 2018-2021 Strategic Plan. A thorough and detailed review of the latter was undertaken to establish the extent to which the strategic focus areas of the expired strategic plan had been accomplished. A decision was then taken to include, in the current strategic plan, the key strategic priorities that were deemed not have been accomplished fully.

Secondly, the methodological approach that was adopted required that several carefully selected stakeholders be interviewed to gain their insights into such issues as; the external and internal environment of the ZCID; the strategic direction to be

pursued, and the strategic objectives arising from them. Those interviewed included university lecturers of Political Science; the staff at the ZCID Secretariat; NGO practitioners with a mandate on governance issues; men and women of the collar; and finally, members of various political parties.

To validate the submissions made, two workshops were conducted. The first was with selected members of the Forum of Political Parties (FPP) who made very valuable submissions. The FPP is a platform of political parties that do not have representation in Parliament. The second and final workshop was with the members of the Governing Board. The Governing Board is the organ of the ZCID that is mandated to craft, or at a minimum, to supervise the crafting of the institution's strategic plan. The Governing Board participated very actively in reviewing the expired strategic plan as well as in charting the strategic direction of the current strategic plan. It also made it clear, in its submissions, that it wanted a strategic plan with technical details written in a manner that would be easy to understand and follow. As such, the formulation of the current strategic plan aligns with the aspirations of the Governing Board.

2.0 ENVIRONMENTAL ANALYSIS

2.1 Introduction

To begin with, the environment of an organisation consists of two components, namely, the external and the internal environment. The external environment is that group of factors or conditions that are found outside the immediate boundaries of an organisation but affect the organisation in its activities or operations. On the other hand, the internal environment is the sum-total of the factors, structures, or systems that are present in an organisation and its premises and affect, influence, or shape the organisation, thereby determining what the organisation does, or is able to do.

During the crafting of the current ZCID's strategic plan, it was necessary to conduct an analysis of the organisation's external and internal environment for two reasons: one is that an analysis of the external environment helped the ZCID to identify both the opportunities and the threats that had the capacity to impinge on the operations of the organisation, and the other, which looked at the internal environment enabled the institution to take stock of its assets, capabilities, operations, and activities. That way the organisation is better positioned to decide, in an informed way, how best to use its strengths and resources to exploit the opportunities identified as well as to deal with the associated weaknesses and threats.

2.2 The External Environment

The external environment of the ZCID was analysed using the PEST factor framework. This framework called for a guided and systematic interrogation of the Political, Economic, Social/cultural, and Technological(PEST) factors in the business environment.

2.2.1 Political/Legal Factors

Change of Government: Zambia held her tripartite (presidential, parliamentary, and local government) elections on August 12th, 2021. The United Party for National Development (UPND) emerged victorious and supplanted the Patriotic Front (PF) to form government.

The New Dawn Government, as the UPND administration is fondly referred to, has demonstrated a commitment to improving Zambia's political and legal environment, for the smooth and unfettered functioning of legal entities such as the ZCID and similar organisations. In that regard, the government has expressed its intention to undertake constitutional/legal reforms aimed at addressing lacunas in the country's Constitution. The ZCID has been largely enthusiastic about undertaking programs aimed at supporting constitutional reforms in Zambia.

The new Government is in the process of facilitating the reformation of the Public Order Act (POA). In the meantime, it has instructed the Zambia Police Service to administer the POA fairly and justly in order to promote and entrench the freedoms of assembly, association, and expression. The government has also banned the activities of political party cadres at markets, bus stations, and all other public places in order

to allow political players to move freely and conduct their business uninterrupted. Further, the new Government has assured media practitioners of government protection; that way political programs aired on TV and radio stations will not suffer disruptions from unruly cadres as previous incidents showed.

Freedom of Information Law: In line with her steadily growing and maturing democracy, Zambia desperately needs a Law to grant the citizens unfettered access to information in the country. A proposal was first made in this direction, when the Freedom of Information Bill (FIB) of 2002 was drafted. The objects of the Bill were to:

   i.   establish the Public Information Commission (PIC), and to define its functions.
   ii. provide for the right of access to information.
   iii. set out the scope of public information, under the control of local authorities, to be made available to the public.
   iv. promote transparency and accountability of public officers.
   v.   provide for matters connected with, or incidental to the foregoing.

However, to this day, there has been very little progress towards enacting the Bill into law. Going forward, it is crucial that a Freedom of Information Law is passed to promote transparency and accountability in government operations.

Statutory regulation of political parties: An attempt was made in 2017 to put in place a framework for government regulation of political parties and their activities. The framework was referred to as the Political Parties Bill 2017. The objects of the Bill were to provide for:

   i.   the registration and regulation of political parties
   ii. the establishment of the Board of political parties
   iii. the establishment and management of political parties
   iv. the regulation of sources of funds for political parties
   v.   matters connected with, or incidental to the foregoing.

However, the Political Parties' Bill did not move forward to become Law. This has left a substantial gap in the regulation of political parties and their activities. For instance, the absence of a regulatory framework on sources of funds for political parties poses the lingering danger of illicit funds financing some political parties; a situation that is inimical to the transparency of democracy.

Fighting corruption: The New Dawn Government has demonstrated unwavering political will to heavily crackdown on corruption in the nation. The citizens of Zambia have rallied behind the Government in this regard. However, concerns have been expressed by some citizens, that the relocation of the investigative agencies of the Government, such as the Anti -Corruption Commission (ACC), to fall directly under the supervision of the Executive Branch, compromises the transparency and independence of these agencies.

Promotion of efficiency in the Civil Service: The New Dawn Administration has pronounced that appointments to the Civil Service shall be based purely on merit. This is a step in the right direction. This is because, if adhered to, the pronouncement will not only heighten efficiency in government operations but also reduce the bureaucratic bottlenecks that tend to breed corruption.

2.2.2   Economic Factors

Every organisation's operations are affected by the state of the national economy. This section of the environmental analysis thus, assessed the state of Zambia's economy to ascertain the impact of country's economic parameters on the operations of the ZCID now and in the future.

Change of economic system: When the Patriotic Front (PF) was in power from 2011 to 2021, its economic system was based on the Party's ideology of social democracy. Under social democracy, the government intervenes in economic affairs especially on behalf of the less privileged members of society. That was why, for example, the PF Administration subsidized certain goods in the economy such as petroleum products.

However, when the UPND formed government in 2021, it implemented its own economic system based on liberalism which promotes free enterprise driven by the market forces of supply and demand. This revision led to changes such as subsidies on petroleum products being withdrawn. The ZCID needs to factor this economic shift into its operations going forward.

Zambia's mono-economy: Zambia is largely dependent on copper mining and copper exports. Thus, any disruption in the mining value chain directly affects the country's economy negatively. This has been the case in the last three years. Since December 2019, when the COVID-19 pandemic broke out, the country's GDP has been on a downward trajectory; it recorded negative growth from 1.9 percent of GDP in 2019 to -3.0 percent in 2020. The net effect of this trend has been that national income has shrunk thereby affecting the Zambian Government's ability to provide social services as expected. Foreign Direct inflows have also declined substantially, negatively affecting job creation in the country. Employment levels have fallen drastically, especially in the tourism sector, which experienced restrictions in the global movement of people. For instance, as per trading economics report for 2022/23, the rate of unemployment in the year 2020 was 12.2%. This rose to 13.2% in 2022 although it dropped to 13% towards 2023. Liquidity in the economy has equally been tight and the cost of living has been significantly high, with many Zambians being unable to put three meals on their families' tables every day.

The Russia-Ukraine War: This war broke out in February of 2022. Although it is being fought thousands of kilometres away, it has had negative global ramifications. Both Russia and Ukraine are big players in the global economy; thus, their absence from international trade, due to Western sanctions for Russia and impact of the war for Ukraine, have affected global trade immensely. Russia is the world's third largest producer of oil after the USA and Saudi Arabia. The country is also the second-largest crude oil exporter after Saudi Arabia. Thus, the exclusion of Russia from global trade will send oil prices sky-high. This, in turn, will cause an increase in the prices of oil related products, thereby negatively impacting the economies of oil import-dependent countries, such as Zambia. The ZCID must factor the ever-rising prices of petroleum products into its operations.

The New Dawn Government is, however, in the process of taking policy measures aimed at stimulating the country's economy. Economic diplomacy is being pursued to encourage Foreign Direct Investment (FDI). In May, 2022, the Central Bank of Zambia held the key interest rate at 9 percent, to encourage borrowing in the

economy. Inflation has been brought under control, as evidenced by the single digit inflation rate. A semblance of stability has been attained in the foreign exchange market with the local currency (the Kwacha) remaining relatively stable at K16.5 to US dollar at the time of the development of the strategic plan.

National debt: Zambia has a huge debt burden; debt servicing amounts to about 30 percent of the national budget. This negatively affects the country's economy, as it hinders economic growth by forcing the government to spend money on interest payments rather than on national development programs and projects.

Climate change: This refers to long-term shifts in temperature and weather patterns. These shifts may be natural but also due to human activities such as the burning of fossil fuels (like coal, oil, and gas) which produces heat trapping gases. Climate change has many effects such as; severe storms, flooding, increased droughts, warming of ocean water, loss of species, health risks, and low agricultural productivity, resulting in poverty. It is important for the ZCID to be wary of how climate change has affected the lives of the people in Zambia as it has elsewhere.

2.2.3   Social/Cultural Factors

Social inequality: Zambia has a very high level of social inequality. The country is highly divided especially between rural and urban areas. In the remote areas, in particular, poverty is estimated to be as high as 76.6 percent of the population. Inequalities between men and women as well as between boys and girls stand out in a number of ways. Women and girls have limited access to resources; their literacy levels are also much lower than those of men and boys; they generally have difficulties in making their voices heard in public affairs; and they often suffer various forms of violence. There is a low level of women and youth participation in public affairs. By way of head count, the number of members of parliament who are women has declined since the 2021 election from 166 seats in to only 20. The situation is not better at local government level. Furthermore, it is challenging to properly capture members of Parliament and councillors who fall in the youth bracket. These are issues of genuine concern for the ZCID.

Social vices: As a result of the prevailing high cost of living, there is growing instability in marriages, generally. Several children, especially teens, are running away from their homes and are adding to the number of street children. Substance and alcohol abuse are not uncommon while child prostitution is also on the rise. Additionally, rural areas continue to register child marriages. When the COVID-19 pandemic broke out, schools were closed alongside many other public institutions. Many school girls fell pregnant and HIV infections increased. In recent times, Zambia has also witnessed kidnappings with a previously alien gun culture now gaining traction. At the same time, reports suggest that political cadres are still terrorizing citizens from time-to-time.

Government's response to social issues: To cushion the high cost of living, especially for the poor, the government has expanded on the social cash transfer program. The government has also introduced free education which has seen a lot of children who had quit school reclaim their school places. However, it is now not uncommon to see classrooms filled to capacity, often unable to accommodate all the willing learners.

Zambia has a large informal sector; many people are self-employed, working largely in the agricultural sector. Preoccupation with issues of daily survival affect people's capacity to engage constructively and meaningfully in national affairs, such as elections, constitutional reforms, etc.

2.2.4 Technological Factors

Zambia is a fast modernising nation, considering the country's advances in the use of technology in various facets of human endeavour, including political party activity. Almost all political parties use social media pages and groups to interact with members of the public. Technology is cardinal for national development because it affects, not only what a nation can do, but also how citizens can hold their leaders accountable in political discourse. It is for this reason that the ZCID must keep abreast with the evolution and use of technology in Zambia to not only, reach its members but also for mobilisation, campaigning, voter education, and other issues.

Mobile Phone communication: There are currently three major mobile phone communication providers in Zambia (Zamtel, Airtel, and MTN). However, there are parts of the country that still lie outside the coverage areas of these mobile phone companies. What this means is that the people in those areas have limited phone communication with the rest of the country.

Furthermore, there are areas in Zambia with a weak cell phone signal, making it difficult for people in those areas to communicate properly and effectively with the rest of the country. Apart from that, smart phones, that have internet capabilities, are largely unaffordable in Zambia. Political parties should recognize these limitations in order to maximize the usage of alternative ways to reach the masses. Understanding the demographic make-up of users of the platforms would also be beneficial.

Mass media communication: There are several radio and TV stations in Zambia. However, the coverage of most of them is concentrated in the urban areas. Not only that, radio and/or TV coverage is absent or, at best, very poor in the rural areas. What this means is that the people in those areas do not have the means to listen to the news to stay updated what their government is doing, or intends to on their behalf. This deprives them of the opportunity to question their government, or indeed, hold it accountable for its decisions.

The country has community, regional, and national media houses all playing different roles. Community radio stations are effective at community level as they are accessed by many people. Laws allow for a free press and political parties can feature in these media platforms as part of their outreach. Finally, newspaper distribution is concentrated in the urban areas of the country. As such, people who are unreached by newspaper distributors have little opportunity to know what is being reported in print media.

The use of the internet: Zambia competes very favourably with other nations in the use of the internet, to conduct various business transactions. The internet is now being employed in the country in many ways, including facilitating money transactions, email communication, and conducting research. The internet also offers the possibility of running opinion polls and widely disseminating information. As such, it can further find usage in electronic voting and in parallel vote tabulation. Organisations that have

websites also use the internet to promote their visibility. However, computer illiteracy still remains high in the nation, despite the Government introducing computer studies in schools. Furthermore, due to the reliance on imports of computer products and consumables, the cost of computer hardware, computer software, and data bundles is considerably higher than in other countries.

In the era of the COVID-19 pandemic, where social distancing is encouraged, many college and university lectures have benefitted from the use of social media platforms, such as Zoom and Google Meet. Political parties and other entities have also resorted to the use of the same platforms to conduct their meetings.

Abuse of technology: Despite the countless benefits arising from the use of technology in many facets of human endeavour, there exists a dark side to the story. There are individuals who wrongly use social media platforms, such as WhatsApp, to peddle lies, or insult others. Cyber bullying and cybercrime are also gaining ground. Cyber bullying has a particularly negative impact on women's participation in politics and thus, affects a key constituent of the ZCID mandate. Political parties should be given capacity to desist from misinformation, disinformation, and mal-information.

2.3   The Internal Environment

2.3.1   Introduction
To analyse the internal environment of the ZCID, a position audit was conducted. A position audit is a stock-taking exercise which calls for a fact-finding investigation of the major factors that are involved in the internal operations of an organisation. A position audit reveals the strengths and weaknesses that are, or may be inherent in the operations of an entity. Having a clear indication of the strengths and weaknesses of an organisation is important for two reasons: one is that it enables an organisation to make informed decisions how to optimise its strengths effectively and efficiently. The other is that it enables the organisation to formulate plans to mitigate its perceived weaknesses.

2.3.2   Position Audit
The position audit of the ZCID sought to take stock of the resources possessed by the institution. Resources are very important to an organisation because they have a direct bearing on the organisation's capabilities and operations. Possession of or access to the right resources is a strength for an organisation. Likewise, lacking the required resources is a serious operational impediment.

It is important to note that there is little government funding of political parties in Zambia. However, the ZCID, being the umbrella organisation of political parties in Zambia, is supported every month by a modest government grant. This support has both positive and potentially negative implications for the organisation. While the grant enables the organisation to meet some of its operating costs, it could be interpreted by some stakeholders as being a government entity or being influenced by government in its decision-making and operational processes.

Occasionally, the ZCID receives financial support from cooperating partners. However, the organisation's financial needs are usually unmet. Essentially, the ZCID is yet to attain the status of financial security and stability. The institution has a resource

mobilization framework, and a committee of the Board that is responsible for raising funds. In practice, however, resource mobilization has been very limited and this has negatively affected the organisation's capacity to execute its mandate to the optimal level.

In addition, the ZCID has limited office equipment which constitutes a printer, laptops, office furniture, and a motor vehicle. However, all these require replacement due to wear and tear. The organisation does not own any land or institutional buildings as such, its current premises are rented.

Concerning its operations, the ZCID has human resource policies and systems in place that govern employer conduct in organisational activities. The ZCID has established financial management systems, including regular external auditing of its accounts. It is important for an organisation to have such operating systems, not only to create order in to ensure order, transparency, and accountability, but also, to make organisational activities controllable and predictable.

2.4   SWOT Analysis

Once the external and the internal environmental analyses were concluded satisfactorily, the next step in the strategic planning process was a SWOT analysis, also known as a corporate appraisal. The Acronym "SWOT" stands for Strengths, Weaknesses, Opportunities, and Threats. The purpose of conducting a SWOT analysis was to bring together, the findings of the external environmental analysis with those of the internal environmental analysis. This was done in order to identify the ZCID's strengths, weaknesses, opportunities, and threats. As explained earlier, the ZCID needed to know its strengths, so that the organisation could, in turn, establish how best to use such strengths to its advantage. Additionally, the ZCID needed to be aware of its weaknesses, so as to be able to put in place, appropriate measures to mitigate them.

The strengths, weaknesses, opportunities and threats identified through environmental analysis are summarized in Table 3.4.1.

STRENGTHS	WEAKNESSES
• Functional and committed Governing Board • Supportive members (Political Parties) • Competent and committed staff • Goodwill from government (monthly grant) • Financial support from cooperating partners • Existence of operating systems • Reliable communication channels and social platforms for Party Presidents, Board members, and Political Parties (WhatsApp) • Reliable internet access • Respect of the legitimacy of the ZCID, by political parties, as members	• Over dependence on external sources of funding • Weak resource mobilization • Negative public perception • Unstable global economic environment • Inadequate staffing levels • Inadequate asset base (old office furniture; old office equipment; old vehicle) • No budget line for research, especially on emerging issues • No regular information dissemination • Website not regularly updated
OPPORTUNITIES	THREATS
• Supportive cooperating partners • Stability in the exchange rate • Single digit inflation • Youthful population interested in public affairs Emerging issues (climate change; green economy; sustainable agriculture; energy requirements) • Policy and research capacity building for Board members, political parties, and secretariat staff	• High disease burden • Rising cost of living • High poverty levels • High unemployment • Negative effects of global warming • Limited participation of women in politics • Intra-party instability and conflict • No government funding of political parties • Insufficient funding from cooperating partners • No institutional building • Political violence

Table: 2.4: SWOT Analysis

STRATEGIC PLAN

2.5   Introduction

The Trust Deed of the ZCID states that the Trust will operate in line with "a strategic plan aimed at deepening inter-party cooperation, consolidating unity in diversity of the nation, and developing a culture of peaceful competition for public offices, in accordance with high values of democracy." It is in this regard that the present Strategic Plan has been crafted, to succeed the 2018- 2021 Strategic Plan. The current Strategic Plan seeks to reposition the ZCID, so that the organisation can refocus its operations in its core business areas.

3.1.1   Vision

To be Zambia's leading platform for dialogue among political parties.

3.1.2   Mission Statement

To promote, deepen, and consolidate democratic governance in Zambia, through stakeholder dialogue, consensus building, and policy advocacy.

3.1.3   Guiding Values and Principles

(a)   Honesty
(b)   Integrity
(c)   Trustworthiness
(d)   Respect
(e)   Patriotism
(f)   Unity in diversity
(g)   Gender sensitivity
(h)   Inclusivity in national affairs

3.1.4   Management philosophy

The ZCID will be run in a transparent and accountable manner and will keep an open-door policy with the intention to accord all stakeholders an opportunity to interact with the Secretariat and the leadership of ZCID and ask questions, or volunteer suggestions when required. Internally, the organisation will embrace a democratic and participatory management approach that is conducive to high productivity and teamwork in line with the Trust Deed which outlines the functions and roles of the ZCID secretariat and Board.

3.1.5   Strategic Directions

In line with the vision of the ZCID, six Strategic Directions (SD) were mapped out as follows:

(a)   Strategic Direction (SD) 1: Enhance the capacity of political parties to engage in interparty dialogue, in order to build consensus on national issues.
(b)   Strategic Direction (SD) 2: Enhance the capacity of the ZCID to support the institutional development of political parties in Zambia.
(c)   Strategic Direction (SD) 3: Enhance the capacity of political parties to include women, the youth, and Persons with Disabilities (PWDs) within their structures and involve them in all activities.

(d)   Strategic Direction (SD) 4: Position the ZCID to participate in fostering reforms in matters of national interest.

(e)   Strategic Direction (SD) 5: Improve the capacity of the ZCID to execute and communicate its mandate to the nation and beyond.

(f)   Strategic Direction (SD) 6: Enhance the capacity of political parties to engage in contemporary and emerging issues.

3.1.6 Activities to be undertaken under each Strategic Direction

Strategic Direction (SD) 1: Enhance the capacity of political parties to engage in interparty dialogue, in order to buildconsensus on national issues

SD 1: To pursue this strategic direction, the ZCID will need to undertake the activities listed here below:	
a	Conduct training for ZCID Board Members and Senior Staff at the secretariat in dialogue and conflict management mechanisms
b	Conduct training for political parties on procedures of dialogue, policy formulation and analysis, and political party ideologies.
c	Establish annual networking platforms at regional, continental, and international levels
d	Develop annual communication plans and strategies for creating awareness around the relevance of the ZCID to political parties and to members of the public
e	Develop a conflict resolution manual within six months of the adoption of the current SP
f	Train political parties in conflict resolution
g	Train political parties in managing public and media perceptions
h	Ensure that the Annual Summit of Party Presidents is held as scheduled

Strategic Direction (SD) 2: Enhance the capacity of the ZCID to support the institutional development of political parties in Zambia.

SD 2: To pursue this strategic direction, the ZCID will need to undertake the activities listed here below:	
a	Encourage and support political parties to develop clear ideological orientations and disseminate the same to members
b	Support political parties in writing their manifestos
c	Train political parties in resource mobilization and financial management
d	Train political parties in organisational development and management
e	Train political parties in writing project proposals.
f	Explore the creation of partnerships and signing of MoUs with like-minded organisations and research organisations in Zambia and elsewhere for coordinated support to ZCID members on specific thematic issues such as, elections, anti-corruption, gender, SDGs, and effective use of social media.

Strategic Direction (SD) 3: Enhance the capacity of political parties to include women, the youth and persons with disabilities in their structures and involve them in all activities.

	SD 3: To pursue this strategic direction, the ZCID will need to undertake the activities listed here below:
a	Help political parties to create databases for women, the youth, and PWDs in Zambia
b	Conduct workshops for political parties to create awareness of the importance of political inclusion of marginalized groups
c	Undertake resource mobilization to support the political participation of marginalized
d	In partnership with the agencies of PWDs, conduct workshops to promote their involvement and participation in national affairs
e	Encourage political parties to monitor the responsible use of social media, and to detect hate speech, cyberbullying, and tribalism
f	Train political parties to understand and implement gender equality and equitable representation policies of youth and PWDs within their leadership structures
g	Engage political parties in assessing the extent to which regional and international protocols are domesticated
h	Conduct social activities (such as community based extra-curricular activities) to promote national unity

Strategic Direction (SD) 4: Position the ZCID to participate in, and foster reforms in matters of national interest.

	SD 4: To pursue this strategic direction, the ZCID will need to undertake the activities listed here below:
a	Participate actively in the national legislative reform process
b	Hold Board meetings and Summit of Party Presidents, to enhance dialogue and promote consensus building
c	Engage the Electoral Commission of Zambia (ECZ) on election-related reforms and issues
d	Participate in international Electoral Observer Missions
e	Undertake activities aimed at preventing conflict and promoting national unity
f	Seek consensus building on national issues
g	Develop a culture of proactively seeking engagement with stakeholders on key national issues
h	Enhance the capacity of political parties to jointly engage in voter education interventions
i	Participate actively in the national legislative reform process

Strategic Direction (SD) 5: Improve the capacity of the ZCID to execute and thereby communicate its mandate to the nation

SD 5. To pursue this strategic direction, the ZCID will need to undertake the activities listed here below:	
a	Develop and Execute a communication strategy
b	Undertake regular orientation and capacity building activities for political parties to understand their roles.
c	Conduct orientation of board members and Secretariat staff to explain their respective roles, duties, and responsibilities as well as the mandate of ZCID
d	Arrange and undertake international exchange programmes to build capacity in political dialogue and to build networks
e	Develop quarterly newsletters and Policy Briefs on ZCID programmes and activities
f	Participate in National Events such as the International Trade Fair, Agricultural Show, International Women's Day, International Water Day, Youth Day, International Democracy Day, International Anti-Corruption Day.

Strategic Direction (SD) 6: Enhance the capacity of political parties to engage in contemporary and emerging issues

SD 6. To pursue this strategic direction, the ZCID will need to undertake the activities listed here below:	
a	Conduct workshops on international plans/instruments such as SDGs, Agenda 2036, African Charter on Democracy, Elections, and Governance (ACDEG)
b	Hold quarterly workshops on emerging issues such as Covid-19, Climate Change, Russia/Ukraine war, the Great Lakes situation, Yemen, Somalia, Cabo Delgado, international affairs/conflict/peace and security, nuclear arms race, regional security
c	Organize quarterly public discussions on emerging issues such as climate change and international peace, targeting political parties, with the support of experts on such issues.
d	Organize and undertake international exchange programmes to learn lessons on best practices on handling emerging issues

EXECUTING THE STRATEGIC PLAN

To be beneficial to an organisation, a well-crafted strategic plan must equally be well-executed. Implementations will require that the ZCID ensures the following:

(a) That an implementation plan and indicative budget are prepared and adhered to;

(b) That the organisation has adequate financial and non-financial resources to support the implementation process;

(c) That a senior member of staff who understands strategy is given the responsibility of overseeing the implementation process;

(d) That the organisation has adequate manpower with the requisite skills and experience in strategy implementation;

(e) That the institution has the right work culture that makes the employees feel that they are proud members of the institution and of the team employing the strategic plan;

(f) That the institution has an organisational structure that is suitable for the kind of strategy to be implemented;

(g) That the institution has the right kind of operating systems and procedures;

(h) That the implementation process is being monitored and reviewed regularly.

ZAMBIA CENTRE FOR INTERPARTY DIALOGUE 2023 – 2027