

Kryticous Patrick Nshindano

PERSONAL SUMMARY

Public policy and electoral management expert renowned for expertise in electoral administration, democratic governance and national development planning. With over 18 years combined experience at senior management level from cross sectors. Experience spreads between public sector, private sector and civil society with high interaction with cooperating partners including the UN agencies, International Financial Institutions and regional development bodies like the African Union, SADC and COMESA. Continues to play a pivotal role in promoting free and fair elections, strengthening democratic institutions, and fostering peace in diverse political landscapes in Africa. Good strategic appreciation and vision, able to build and implement sophisticated plans with a proven track record explicitly supporting organisational and sector needs. Proven ability in establishing strategic partnerships between Government, Civil Society and Cooperating Partners, helping high-level Government decision makers & political elite to act on public policy issues. Demonstrated capacities in planning, coordination, institutional support and capacity building. Highly skilled at public speaking and presentations, research as well as proposal and report writing.

EXPERIENCE

June 2025 – Date **Senior Electoral Advisor (Consultancy) – *International Foundation for Electoral Systems (Zambia)***

Role: Leading the establishment of the IFES field office in Zambia for the Enhancing Women's Political Leadership and Creating an Enabling Environment for Representative Political Participation project, serving as the in-country representative during start-up and staff recruitment, and managing administrative, operational, and logistical functions to ensure the effective launch and implementation of project activities.

October, 2024 – June - 2025 **Senior Electoral Advisor & Country Program Lead – *International Foundation for Electoral Systems (Malawi)***

Role: Strengthen civil society's capacity to deliver effective, inclusive voter and civic education ahead of elections in 2025, and provide technical support to the Malawi Electoral Commission. Serve as IFES' primary in-country representative and program manager and provide vision and technical leadership for project activities and responsible for maintaining pro-active contacts and collaboration with national stakeholders and the international

community. Further direct the technical implementation of IFES' program in Malawi and oversee management of the field office under this program.

7th August, 2022 – date **Public Policy & Electoral Management Consultant**

Role: Provision of broad range of consultancy services such as research, facilitation and training especially in the field of public policy and electoral management. Also conducts executive coaching in the field of strategy and organisational development. Some of the key clients include the United Nations (UN), International Conference of the Great Lakes Region (ICGLR), the Scottish National Party (SNP) and Westminster Foundation for Democracy (WFD) and Commonwealth Secretariate.

Recent Assignments:

- Electoral Governance Consultant – International IDEA & ECF-SADC, Assessment of ECF-SADC Observer Missions. 1st October to 5th December, 2025
- Electoral Expert Consultant – Westminster Foundation for Democracy. Curriculum development and training on Electoral Integrity for Political Parties in Zambia. 1st to 30th September, 2025 & 2nd to 30th January, 2026.
- Facilitator – Reality of Aid Africa (ROA) and European Network on Debt and Development (Eurodad), Global Meeting on International Development Co-operation, 17th to 21st July, 2024, Addis Ababa, Ethiopia
- Electoral Expert Consultant - CMI – Martti Ahtisaari Peace Foundation and Tanzania Center for Democracy, 3rd High Level Peer Exchange, Perspectives on the conduct of peaceful elections - Experiences from Tanzania and Burundi, 28th to 30th May, 2024, Dar es Salaam, Tanzania
- Consultant - Scottish National Party - Westminster Foundation for Democracy. Support and train Members of Parliament establish a Parliamentary Caucus on Post Legislative Scrutiny. 14th March to 15th June, 2024.
- Electoral & Training Expert - Commonwealth Election Professionals (CEP) Initiative for Africa Region Training Event of Commonwealth Electoral Management Bodies. (30th October to 9th December, 2023), Cape Town, South Africa.
- Electoral Expert and Team Lead: Commonwealth Expert Team on elections to Eswatini. (26th September to 3rd October, 2023) Mbabane, Eswatini.
- Electoral Expert - Commonwealth Observation Group to Zimbabwe led by Ambassador Amina Mohamed, Kenya's former Cabinet Secretary for Education and Foreign Affairs. (16th August to 29th August, 2023) Harare, Zimbabwe.

- Consultant (Mentor) – Scottish National Party - Westminster Foundation for Democracy to Develop Party Political Environmental Action Plans for selected political parties in Zambia from 6th August to 15th November, 2023.
- Facilitator - Scottish National Party - Westminster Foundation for Democracy Workshop on Zambian Political Parties Environmental Capacities Assessment held on 17 July 2023 in Lusaka Zambia.
- Analytical Presentation - Southern African Institute for Policy and Research (SAIPER) in Partnership with the Zambia Elections Research Network (ZERN) workshop to examine continuities and changes in Zambian politics and public policy before and after the August 2021 elections held on 13th and 14th July 2023 in, Lusaka, Zambia
- Facilitator – UN-IGAD Workshop for EMBs and Heads of Commissions from IGAD Member States on Sharing of experiences and good practices on inclusive and credible elections from 7th to 9th June 2023 in Addis Ababa, Ethiopia.
- Facilitator – Plan International Inc. global learning event hybrid on governance change project (23rd to 26th May 2023) Livingstone, Zambia.
- Project Development & Facilitator – Westminster Foundation for Democracy and the Scottish National Party-Political Party Round Table Meeting on post legislative scrutiny (29th to 30th March, 2023)
- Electoral Expert - Commonwealth Observation Group to Nigeria led by President Thabo Mbeki, former President of the Republic of South Africa. (16th February to 3rd March, 2023) Abuja & Benue, Nigeria.
- Facilitation - ICGLR-UN Workshop on Enhancing the Integrity and Inclusivity of Electoral Processes in ICGLR Member States 25 - 28 October 2022, Dar es Salaam, Tanzania

**1st August 2019 -
7th August 2022**

Chief Electoral Officer – *Electoral Commission of Zambia*

Role: Statutory role subject to general and specific directions of the Commission as specified in the Electoral Commission of Zambia Act No.25 of 2016. Provide leadership and strategic direction as well as creating vision of the Electoral Commission of Zambia and ensure that its operations are in accordance with electoral laws and other relevant legislation, strategies, and programs; as well as development of strategic relationships locally, regionally and beyond and indeed the management of Local, Parliamentary, Presidential Elections including referendum and registration of voters.

Key Achievements:

- Provided strategic leadership in the successful conduct of Zambia's general elections held on 12th August, 2021 (Presidential, Parliamentary, Mayoral/Council Chairperson and Councillors) resulting in the peaceful

transition of government administration from the Patriotic Front (PF) Party to the United Party for National Development (UPND).

- Successfully led teams of over 78,000 employees in 116 districts of Zambia during the general elections
- Initiated the introduction of enhanced biometrics capture for the compilation of the 2021 Voters register.
- Increased Commission number of registered voters from 63% of eligible voters to 84% of eligible voters which was a first for Zambia.
- Promoted closer cooperation with key stakeholders in the electoral process which included political parties, cooperating partners, the media and civil society among others.
- Fostered change in Commission culture to be more open, transparent, and accountable leading to being awarded the 2020 Golden Key Award for the Most Open and Secretive Government Institution in Southern Africa by the Media Institute for Southern Africa.
- Introduced performance contracts for all categories of staff in the Commission leading to high productivity and efficiency by over 50%.
- Spearheaded change in the conduct of elections which included the conversion of polling streams into polling stations to enhance transparency and efficiency in the conduct of elections.
- Provided strategic advisory guidance to the Board (Commission Members) on key policy matters.
- Enhanced conflict management structures including integrating early warning systems

2015 to 2019

Executive Director – *Civil Society for Poverty Reduction*

Role: Design, develop and implement strategic plans for the organization in a cost-effective and time- efficient manner. Also responsible for the day-to-day operation of the organization. This included managing board committees and staff as well as developing plans in collaboration with the board. Other duties include representing the organization on different issues as well as chief spokesperson for organization among others.

Key Achievements:

- Facilitated for the development of new strategic plan and organisation restructuring including the review of all policies and manuals which lead to enhanced program impact and financial management.
- Supported member organisation in organisation development including development of key governance documents such as strategic plans, constitutions, and administrative manuals.
- Fostered partnership with the National democratic Institute to Support Political Parties Public Policy understanding and communication.

- Partnered the organisation with government on the development of the 7th National Development Plan and the integration of the AU agenda 2063 & SDGs
- Facilitated and supported CSPR Network members to conduct training and independent Monitoring of the 2016 general elections.
- Developed Zambia's first ever Citizen's manifesto towards building citizen awareness and rights to make informed election decision and promotion of the national referendum on the expanded bill of rights.
- Raised funding portfolio by over 50% in the first year including retaining and increasing funding portfolios of existing cooperating partners.
- Raised first philanthropic funding for the organisation.
- Developed organisation sustainability strategy including the setting up of a social enterprise unit, and contributed over 15% of the organisation's income in 2016.
- Reduced the organisations debt liability by 60% in the first year
- Nested other Civil Society organisations which include Civil Society Scaling Up Nutrition Alliance, Platform for Social Protection and Support to Older Persons in Zambia.

2012-2015

Project Coordinator-Economic Justice - *ActionAid International Zambia*

Role: To undertake policy analysis, research and advocacy on economic justice and development finance issues, with a special focus on tax justice and aid, through this also raise awareness by communicating this work through writing, media, social networks and public speaking. To also provide support to the work on tax justice and aid of Action Aid International through capacity building and providing linkages both at local and international level. Other duties included managing staff under the programme in ActionAid areas of operation. Manage both ActionAid's CSO partners and Cooperating Partners under the programme in line with ActionAid's partnership agreement by providing technical support and fundraising activities.

Key Achievements:

- Developed and implemented ActionAid Zambia's first Tax Justice Campaign strategy which was the first among the ActionAid federation comprised of over 40 countries globally. This led to the launch of the ActionAid Tax Justice campaign and raising of the organisational profile. The strategy has also been used by other ActionAid countries to develop their respective strategies.
- Developed a programme funding matrix which enabled the organisation raise over \$800,000.00 per annum for the economic justice project period 2014/2017 from Danida.
- Improved ActionAid Zambia's Partners reporting and programme implementation through provision of technical support and advise.

- Raised the organisation profile both locally and internationally through the Tax justice campaign work.
- During my career with ActionAid, I conducted capacity building activities to several stakeholders including Members of Parliament, Civil Society Organisations, Media, Student bodies at various institutions of higher learning on economic literacy and taxation as well as research methodologies.
- Produced key policy research documents as for informed policy engagement with key stakeholders such as government, private sector and cooperating partners.

2009-2012

Research & Policy Analyst - *Civil Society for Poverty Reduction*

Role: lead the CSPR Research and Policy Analysis function, spearhead the development and implementation of appropriate instruments and tools for collecting information on the performance of poverty related policies, programs and projects through Management of CSPR Research and Policy Analysis programme and conducting, Research and Policy Analysis, Capacity building, Preparation of budgets and work plans.

Key Achievements:

- Developed and launched the first Budget Execution and Service Delivery Barometer to measure governments budget performance in selected pro-poor programs under health, education, water & sanitation, infrastructure and agriculture sectors.
- Represented the organisation on a number of government technical reference groups including the review of the Fifth National Development plan and the implementation of the Paris Declaration phase 2
- Was part of the government delegation to the third High Level Forum on Development Effectiveness in Busan, South Korea under the lead of the Secretary to the treasury, Ministry of Finance.
- Produced key policy research documents for informed policy engagement with key stakeholders such as government, private sector and cooperating partners.

2009

Information Management Officer - *Civil Society for Poverty Reduction*

Role: Increase public awareness and understanding of poverty eradication issues and CSPR activities; to improve information flow on CSPR programmes and activities among network members and relevant stakeholders through the management of the Information Management and Networking programme by conducting Policy Analysis, managing CSPR information, producing Information outlets – newsletters, website and resource room, networking and preparation of budgets and work plans.

Key Achievements:

- Implemented a new interactive website for the Civil Society for Poverty Reductions.
- Implemented a fiscal database to capture and provide data on national budgets with the support of the Royal Danish Embassy under the Capacity Building for Fiscal Analysis among Civil Society project. This provided an alternative source for budgetary information to the public.
- Developed and implemented a membership database which enhanced members coordination and participation in CSPR's activities.

2007 to 2009**Programs Officer - *Economics Association of Zambia***

Role: To Market the services of the Association and enhances its name and image by undertaking research, surveys, literature review and fostering networks and partnerships through interaction with other organizations and advise the general membership. Attend to press and members queries and advise the Executive Director on such. Undertake Fundraising ventures as assigned and supervise subordinate staff and undertake other noble duties as assigned.

2003-2005**Zambia Country Representative - *Shelys Pharmaceutical Ltd–Tanzania* ()**

Role: To coordinate the activities of Shelys Pharmaceuticals in Zambia especially Brand building through various sales promotions, Product detailing and Marketing as well as conducting market surveys for product and client enhancement. Preparation of all necessary reports of Shelys activities in Zambia.

OTHER WORK EXPERIENCE**2021 – 2022****CEOs Chairperson - Electoral Commissions Forum of SADC countries (ECF-SADC)**

Role: Coordinate all the forums member countries electoral management bodies (EMBs) Chief Electoral Officers in guiding the activities of secretariate and liaison and reporting to the Forum's Executive Committee and General conference. Guide operational activities of the secretariate to ensure that the forums mandate is attained of strengthening co-operation amongst Electoral Commissions and the promotion of conditions conducive to free, fair, credible and transparent elections in the SADC region

About ECF-SADC: The Electoral Commissions Forum of SADC countries (ECF-SADC), is an independent organization in which each country in the SADC region is represented by its electoral management body. The ECF-SADC members includes 15 Electoral Management Bodies of 14 SADC countries-namely; Angola, Botswana, DRC, Lesotho, Malawi, Mauritius, Mozambique,

Namibia, South Africa, Seychelles, Eswatini, Tanzania, Zambia, Zanzibar and Zimbabwe

2018 to 2019

External Expert – *National Democratic Institute Zambia (NDI)*

Under NDI's program *Improving Accountability Through Public Opinion Research and Party Policy Development*, I supported NDI's work as a consultant to aid political parties to better understand and undertake policy development processes and policy communications. The overall goal was for the political parties to become more engaged in commenting on and influencing policy and to communicate more effectively to the public about party policy positions. To this end, I conducted training of various political party officials at different levels on policy development and communications including reviewing of political party manifestos.

2016 – 2019

Operations and Technical Committee Board Chairperson – *Millennium Challenge Account Zambia Limited*

Role: The Committee assists the Board in carrying out its responsibilities with respect to overseeing the operating activities of the Compact, including but not limited to, the operation of the compact from a technical and scheduling perspective. To also review, monitor and make recommendations to the Board of Directors in respect of the technical, health and safety, environmental, community, business conduct, risk management and human rights policies and activities of the MCA in order to verify that such policies and activities reflect, and are in accordance with the MCA guidelines.

About MCA: The Government of United States of America, acting through the Millennium Challenge Corporation (MCC) and the Republic of Zambia, acting through its Government signed a Millennium Challenge Compact on May 10, 2012 ("the Compact") that sets forth the terms and conditions upon which the MCC has provided funding of Three Hundred and Fifty Four Million Seven Hundred and Fifty Seven Thousand Six Hundred and Forty United States Dollars (US \$354,757, 640) to the Government, ("MCC Funding") for the Millennium Challenge Account program assistance to advance economic growth and reduce poverty in Zambia. The Millennium Challenge Account Zambia Limited, (MCA-Zambia) and MCC are currently implementing the Lusaka Water Supply, Sanitation and Drainage (LWSSD) Project. The LWSSD project was aimed to improve water supply, sanitation and drainage in select communities within Lusaka city with a target of over 1.2 million people.

2015 – 2019

Southern Africa Sub Regional Representative – *Civil Society Partnership for Development Effectiveness (CPDE)*

Role: Represent the regional CSOs on the CPDE global council as well as coordinate and implement activities of the CPDE in the region working with respective country focal point persons and organisations.

About CPDE: The CSO Partnership for Development Effectiveness (CPDE), is an open platform that unites CSOs from around the world on the issue of effective development cooperation (EDC). It strives to make development more effective by reshaping the global aid architecture and empowering CSOs working on the ground. In promoting EDC in all areas of work, both its own and the work of others, it contributes to the achievement to human rights and sustainable development. It works with a strong focus to support country, regional, and sectoral civil society, combining this with the coordinated regional and global work.

2017 – 2019

Economic Affairs Cluster Chairperson - *Africa Union, Economic, Social & Cultural Council (ECOSOCC Zambia CSO Chapter)*

Role: Provide policy advice to both the government and the AU on Economic Integration; Monetary and Financial Affairs; Private Sector Development including the informal sector and Resource Mobilization, etc

About AU ECOSOCC: The Economic, Social and Cultural Council (ECOSOCC) was established in 2004 as an advisory organ to the AU composed of civil society organisations (CSOs). The principle of ECOSOCC is for civil society to organise itself to work in partnership with the AU.

2017 – 2019

Economic Development & Regional Integration Cluster Chairperson – *International Conference of Great Lakes Region Civil Society National Forum*

Role: Provide policy advice to the government and the organ on how to promote regional development through integrated economic space by implementing the program of action for the Economic Development and Regional Integration.

About CSO ICGLR: This is the Civil Society Advisory organ to the ICGLR. The International Conference on the Great Lakes Region (ICGLR) is an inter-governmental organization of the countries in the African Great Lakes Region. Its establishment was based on the recognition that political instability and conflicts in these countries have a considerable regional dimension and thus require a concerted effort in order to promote sustainable peace and development. Most notable among the conflicts that have had cross-border impacts or origins are the 1994 Rwandan genocide that led to the loss of more than 800,000 lives, and the political instability in DRC. These conflicts constituted a major threat to international peace and security. The organization is composed of twelve-member states, namely: Angola, Burundi, Central African Republic, Republic of Congo, Democratic Republic of Congo, Kenya, Uganda, Rwanda, Republic of South Sudan, Sudan, Tanzania and Zambia

ELECTION OBSERVATION

Trained Electoral Observer and Member of various Election Observation Groups which include:

- SADC Long Term Observer Group
- Commonwealth Observation Group
- The Carter Centre Foundation Election Observation Group

Recent Observation Mission:

2023 Kingdom of Eswatini Parliamentary Elections as mission lead under the Commonwealth Expert Observation Team

2023 Zimbabwe General Elections as an Electoral Expert under the Commonwealth Observation Group led by Ambassador Amina Mohamed, Kenya's former Cabinet Secretary for Education and Foreign Affairs.

2023 Nigeria General Elections as an Electoral Expert under the Commonwealth Observation Group led by President Thabo Mbeki, former President of the Republic of South Africa.

PROFESSIONAL SKILLS

Areas of expertise include:

- Electoral Management
- Project Management
- Political Economy Analysis (PEA)
- Public Policy Analysis
- Governance
- Budget analysis
- Strategic Planning
- Social Accountability Models & Tools
- Multi-Dimensional Poverty Analysis
- Facilitation & Capacity Development
- Analytical & Critical thinking
- Decision Making

PROFESSIONAL QUALIFICATION

Jan 2022 – Date	Doctoral Degree in Business and Management <i>University of Zambia – Zambia</i> Dissertation: <i>Ensuring Electoral Integrity: A Comprehensive Study of the Legal Framework and Independence of Zambia's Electoral Management Body</i> The doctoral degree in business and management is an 11 specialized seminar courses with a doctoral dissertation covered over a period of 3 years designed for top-notch doctoral-level knowledge and expertise. Key components of the PHD in management include: structural equation modelling, organizational theory, and cross disciplinary decision making. (Program completed awaiting conferment)
March 2022 – 2024	Master in Electoral Policy & Administration (MEPA) <i>Sant'anna School of Advanced Studies – Italy, in collaboration with the United Nations Institute for Training and Research (UNITAR)</i> Dissertation: <i>Electoral Management Body Independence and the Nature and Appointment Process of the Board: A Comparative Analysis of Zambia, Zimbabwe, and South Africa</i> The Master in Electoral Policy and Administration is a professional course based on the model curriculum developed by an international experts group bringing together both academic and practice-oriented perspectives on Electoral Policy and Administration, the MEPA Model Curriculum has been designed to cover all important aspects of the electoral process.
Jan 2013 – Sept 2017	Master of Business Administration <i>Copper belt University, Kitwe, Zambia</i> <i>Dissertation: Analysis of Mining Taxation in Zambia</i> 3 years Post graduate degree offering fundamental management knowledge, for a holistic view of business across areas like marketing, finance, accounting, economics in addition to the development of vital skills such as leadership
Jul 2003 – Jul 2008	Bachelor of Arts Degree in Economics <i>University of Zambia, Lusaka, Zambia</i> 4-year undergraduate degree in Economics and development studies aimed at creating a deep understanding of modern economics and econometrics to analyse the changing world economy and development, and be able to inform and shape both private and public sector policies and investment decisions
July 2023	Advanced Course on Innovations in Post-Legislative Scrutiny <i>University of London School of Advanced Legal Studies</i> A specialized program designed to explore and advance the understanding and practice of post-legislative scrutiny. The course goes beyond the traditional

approaches to post-legislative scrutiny and focuses on innovative methodologies, technologies, and strategies for evaluating the effectiveness, impact, and implementation of legislation.

LANGUAGE

- English (fluent Spoken & Written) – First language

RECENT PUBLICATIONS/ARTICLES:

1. [Ensuring Electoral Integrity: A Comprehensive Study of the Legal Framework and Independence of Zambia's Electoral Management Body](#)
2. [Comparative insights on electoral management bodies' independence: A deep dive into South Africa, Zambia and Zimbabwe board appointment processes](#),
3. [Delimitation and Constitutional Amendment in Zambia: A Necessary Reform or a Political Tool?](#)

AFFILIATION/ REPRESENTATION

- **CSO Lead Representative** – National Development Coordinating Committee, GRZ (2017 – 2019)
- **Board Director** – *Civil Society Scaling Up Nutrition Zambia* (2017 – 2019)
- **Board Director** – Extractive Industry Transparency Alliance (2017 – 2019)
- **Meetings & Seminars Sub-Committee** - *Economics Association of Zambia* (Current)
- **External Advisory Panel** – *IMF DC Paper on Social Safeguards in PRGT and PI programs* (2018)
- **Technical Committees (Pillar 1, 2, 3, 4 & 5) on 7NDP Implementation** - *Ministry of National Development Planning*, GRZ
- **IMF/World Bank Fellow** – IMF/World Bank fellowship Program (2016)
- **National Reference Group on the country Evaluation of the Paris Declaration for Zambia** - *Ministry of Finance & National Planning*, GRZ (2012)
- **National Reference Group on the Study of the Effects of the Economic Crisis on the Vulnerable** - *Ministry of Finance & National Planning*, GRZ (2012)
- **Monitoring and Statistics Reference Group** - *Ministry of Finance & National Planning*, GRZ (2012 -2014)
- **Research & Development Programme** - *Ministry of Finance & National Planning*, GRZ, (2012 – 2013)

REFERENCES: Provided Upon Request