

Norwegian Church Aid Zambia Strategy 2016-2020

Joint Country Programme Norwegian Church Aid, Dan Church Aid and Christian Aid



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List of abbreviations

AACC	All Africa Conference of Churches	DDCC	District Development Coordinating Committee
ACHAP	Africa Christian Health Association Platform	DFID	Department for International Development
ACT	Action by Church Together	DMI	Daughters of Mary Immaculate
AGOA	African Growth & Opportunity Act	DMMU	Disaster Management & Mitigation Unit
AIDS	Acquired Immune Deficiency Syndrome	DRM	Disaster Risk Management
AMECEA	Association of Members Episcopal Conference	DRR	Disaster Risk Reduction
AMI	Alternative Mining Indaba	ECZ	Electoral Commission of Zambia
AQHC	Access to Quality Health Care	EDC	Education Development Centre
ASRHR	Adolescents Sexual Reproductive Health and Rights	EFZ	Evangelical Fellowship of Zambia
AU	African Union	EIA	Environmental Impact Assessment
BMO	Business Membership Organization	EITI	Extractive Industry Transparency Initiative
BDS	Business Membership Service	EPAs	Environmental Protection Agencies
CA	Christian Aid	EPN	Ecumenical Pharmaceutical Network
CAC	Control Arm Coalition	EPR	Emergency Preparedness & Response
CAFOD	Catholic Agency for Overseas Development	EU	European Union
CAP	Chapter	FAWE	Forum for African Women Educationalists
CCC	Cooperation, Coordination, Committee (of JCP)	FAWE RS	Forum for African Women Educationalists Regional Secretariat
CCoDP	Canadian Catholic Organization for Development & Peace	FAWEZA	Forum for African Women Educationalists of Zambia
CCZ	Council of Churches in Zambia	FBOs	Faith Based Organisations
CDC	Centers for Disease Control	FDF	Frivilligt Dreng & Pige Forbund (Christian organizations for children and youth in Denmark)
CDF	Constituency Development Fund	FES	Friedrich Ebert Stiftung
CDoS	Catholic Diocese of Solwezi	FOI	Freedom of Information
CEEC	Citizens Economic Empowerment Commission	FORUT	Campaign for Development and Solidarity
CFLI	Canada Fund for Local Cooperation	FPPs	Focal Point Persons
CHAZ	Churches Health Association of Zambia	FRA	Food Reserve Agency
CLAC	Community Land Advocacy Committees	GAVI	Global Alliance for Vaccines & Immunization
CMC	Conflict Management Committee	GBV	Gender Based Violence
COP	Community of Practice	GDP	Gross Domestic Product
CPPS	COMESA Programme on Peace and Security	GESA	Gender Equity Self-Assessment
CRS	Catholic Relief Service	GII	Gender Inequality Index
CS	Civil Society	GIZ	Gesellschaft für Internationale Zusammenarbeit
CSCC	Civil Society Coalition on the Constitution	GNP	Gross National Product
CSPR	Civil Society for Poverty Reduction	GPPAC	Global Partnership Prevention of Armed Conflicts
CSOs	Civil Society Organizations		
CSO	Central Statistics Office		
CTPD	Centre for Trade Policy and Development		
DAN	Decentralization Alliance network		
DANIDA	Danish International Development Agency		
DATF	District Aids Task Force		
DCA	Dan Church Aid		
DCOs	District Coordination Officer		

GRZ	Government of the Republic of Zambia	ODA	Overseas Development Agency
HAP	Humanitarian Accountability Principles	OECD	Organization for Economic Co-operation & Development
HDI	Human Development Index	OSISA	Open Society Initiative for Southern Africa
HIV	Human Immunodeficiency	OWINFS	Our World is not for Sale
VirusHIVOS	Humanist Institute for Cooperation	PAYE	Pay as you earn
HQs	Head Quarters	PCC	Programme for Cooperative Cataloging
IANRA	Alliance on Natural Resources in Africa	PDRs	Performance & Development Reviews
IASC	Inter-Agency Steering Committee	PELUM	Participatory Ecological Land Use Management Association
ICAN	International Campaign to Ban Nuclear Weapons	PEPFAR	President's Emergency Plan for Aids Relief
ICCO	Interchurch organization for Development Cooperation	PMER	Planning Monitoring, Evaluation & Reporting
ILO	International Labor Organization	PMSD	Participatory Marketing Systems Development
INGOs	International NonGovernmental Organizations	POs	Programme Officers
JCP	Joint Country Programme	PPAZ	Planned Parenthood Association of Zambia
JCTR	Jesuit Centre for Theological Reflection	PRM	Public Resource Management
LGBTI	Lesbian, Gay, Bisexual, Transgender & Intersex	PSDRP	Private Sector Development Reform Program
LMBN	Land Mine Ban Coalition	PWYP	Publish what you pay
L&T	Livelihood & Trade	QAMR	Quarterly Administrative & Management Report
MDDD	Monze diocese Development Department	RFAG	Resource Finance & Accountable Governance
MGCD	Ministry of Gender & Child Development	RHs	Right Holders
MNCs	Multinational Corporations	SACCORD	Southern African Centre for Constructive Resolutions of Disputes
MoF	Ministry of Finance	SADC	Southern African Development Community
MoH	Ministry of Health	SAGs	Sector Advisory Groups
MOU	Memorandum of Understanding	SAID	Swedish International Development Cooperation Agency
MS	Mellemfolkeligt Samvirke	SCIAF	Scottish Catholic International Aid Fund
MSMEs	Micro & Small Medium Enterprises	SHG	Self Help Groups
MTEF	Medium Term Expenditure Frameworks	SMAGs	Safe Motherhood Advocacy Groups
NAC	National Aids Council	SNDP	Sixth National Development Plan
NCA	Norwegian Church Aid	SOMAp	Sustainable Operations & Maintenance Approach
NDI	National Democratic Institute	SWOT	Strengths, Weaknesses, Opportunities & Threats
NDP	National Development Plan	TBA	Traditional Birth Attendant
NEPAD	New Partnership for Africa's Development	TB	Tuberculosis
NGOCC	Non-Governmental Organizations Coordinating Committee	TEVETA	Technical Education, Vocational & Entrepreneurship Training
NGOs	Non-Governmental Organisations	TJNA	Tax Justice Network Africa
NHC	Neighborhood Health Committees	ToC	Theory of Change
NOK	Norwegian Kroner		
NORAD	Norwegian Agency for Development Cooperation		
NRGI	Natural Resources Governance Institute		
NVEC	National Voter Education		

UK	United Kingdom	
UNEP	United Nations Environment Programme	
UNFCCC	United Nations Convention Framework on Climate Change	
UNICEF	United Nations International Children's Emergency Funds	
UN	United Nations	
UNDP	United Nations Development Fund	
UPND	United Party for National Development	
UPR	Universal Periodic Review	
USA	United States of America	
USD	United States of America Dollar	
USAID	United States Agency for International Development	
VICOBA	Village Community Banking	
VSU	Victim Support Unit	
WASH	Water, Sanitation and Hygiene Promotion	
WIG	Women in Governance	
WILDAF	Women in Law Development in Africa	
WLSA	Women & Law in Southern Africa	
YWCA	Young Women Christian Association	
ZACCI	Zambia Chamber of Commerce and Industry	
ZAMI	Zambia Alternative Mining ndaba	
ZANEC	Zambia National Education Coalition	
ZCCN	Zambia Climate Change Network	
ZCSD	Zambia Council for Social Development	
ZCSMBA	Zambia Chamber of Small & Medium Business Associations	
ZDA	Zambia Development Agency	
ZDHS	Zambia Demographic Health Survey	
ZEC	Zambia Episcopal Conference	
ZGF	Zambia Governance Fund	
ZINGO	Zambia Interfaith Networking Organization	
ZLA	Zambia Land Alliance	
ZMW	Zambian Kwacha	
ZNFU	Zambia National Farmers Union	
ZTP	Zambia Tax Platform	

Executive summary

The Joint Country Programme (JCP) Country Strategy for 2016-2020 is based on the key rights deficits that the Zambian vulnerable rights-holders continue to face every day. In spite of an economic growth; high level inequalities, lack of equal participation between women and men, persistent disasters and vulnerability among rights-holders due to droughts and floods, extreme poverty especially among rural communities, high unemployment levels among youths and women, lack of social protection, increase in gender based violence, and lack of sufficient resources for livelihoods and communities, negatively affected by the extractive industries continue to affect rights holders. The contextual factors and especially the major deficits require a multi-faceted, integrated strategic and coordinated partner based response guided by a rights based approach at all levels. Compelled by our mandate **"to uphold and protect human dignity and recognising that people are active participants in their own development"**, JCP and partners used a participatory, Theory of Change based process and identified significant factors and actors to determine the overall vision of a society where rights holders *-women, men, girls and boys alike are empowered and enjoy civic, economic, political, social, environmental and democratic rights.*" The following significant contextual factors were identified and have informed JCP and the partner's strategic response in the 2016-2020 strategy:

If:

- Rights holders (youths, women and men) are empowered and have sustainable income to meet their basic needs and have secured entrepreneurial opportunities as well as sustainable employment;
- Youths, women and men, boys and girls and faith based and core partners' institutional capacities are strengthened and evidence based advocacy intensified;
- JCP and the partners use experiences and lessons learnt from both programme implementation; a joint programme evaluation; the four-year outcome report as well as internal organizational assessments from the first 4.5 years of JCP existence, to be more cost-effective with a strong desire and wish to stimulate synergy;
- Partners use their outreach to vulnerable areas; their specialized, broad-based experience and professional competence; build vertical and horizontal networks and alliances to provide a united voice and constructively engage central, local government and the private sector and mining companies;

Then:

JCP and the partners will contribute to a greater impact of a Zambia where rights holders (women, men, girls and boys) on equal terms, enjoy civil, political, economic, social, environmental and democratic rights, benefitting from a restored, resilient and sustainable growth of the country.

Because:

JCP, the partners and RHs will be empowered to engage duty bearers, ensure concrete legal and policy frameworks in place to guarantee rights holder benefits, influence public resources management systems to be transparent and accountable and claim their rights.

The major assumptions are:

- JCP partnership based programme is anchored on a rights based approach through strategic alliances with core and faith based decentralised structures for mobilising communities and rights-holders, is a strategic and viable approach to Zambia's development.
- The faith based and core values based civil society organisations are relevant, credible actors, accountable and continue to play a key role in Zambia's development.

- Engagement of the state, private sector and mining firms shall contribute to leveraging of and transparent and accountable use of public resources for citizens' empowerment.

The overall vision of the JCP Zambia Strategy is "A Zambia where all women, men, girls and boys on equal terms are empowered to enjoy economic, political, social, environmental and democratic rights, so they are benefitting from a restored sustainable growth of the country" which JCP has summarized into **Economic Justice** and **Gender Justice**. JCP has identified three pathways to contribute to the Zambia we want: Economic Empowerment, Resource Governance and Gender Justice free from GBV.

The chosen three programmes will be implemented in five provinces; North-Western, Western, Eastern, Southern and the Copperbelt, where JCP already has a significant presence through our partners. The geographical targeting criteria has been rights deficits, poverty prevalence and vulnerability among rights-holders such as droughts and floods, lack of sufficient resources for livelihoods or communities negatively affected by extractive industries. This is a reduction of 50% compared with the previous JCP Country Strategy, which had activities in all the ten provinces of Zambia.¹ To be more efficient, JCP has also reduced the number of partners and projects with the aim of increasing co-operation and turn over per project with a limited number of core and resource partners per programme, based in longer term partnership agreements, where JCP seeks to help these partners to become more sustainable and mature as civil society actors in Zambia. JCP was founded in 2011, to reduce cost, become more effective, and to increase outcome in Zambia as well as support for JCP partners. JCP is now better consolidated and has the potential to grow further and reach out to more people in Zambia. JCP will 'LEAN' some internal processes to reduce paper work and time used on each project (from appraisal, approval, monitoring to reporting), to leverage more time to work proactively with core partners on organizational development and technical support. JCP will use long-term agreements (3 years) for core partners; and continue trying to reduce/align/harmonize reporting to our many back donors.

Today JCP is a fully merged Country Programme comprising of three agencies: Christian Aid, Norwegian Church Aid and DanChurchAid, where funding, technical advice, lobby & advocacy, communication, administration is shared and coordinated. New cooperation partners such as the Czech Diaconia ECCB and FORUT are coming on board. JCP has a fruitful cooperation with the European Delegation, and JCP will explore other funding opportunities from DFID, the Swedish and Finnish Embassies and USAID. The ambition is to gradually increase the annual turn-over from 26.8 million NOK in 2015 to 35 million NOK in 2020.

¹ In JCP's 2011-2015 strategy, we have also been working in Lusaka, Muchinga, Northern, Central and Luapula provinces.

1. Context analysis

Zambia is endowed with massive natural resources and has a population estimated at 14 million people of whom 51% are women and 49% men. Zambia has many inequality and poverty challenges, but also a massive potential for economic growth with its rich natural resources such as copper and cobalt. The large tracts of fertile, arable land and forest make agriculture another potential lucrative industry. Zambia has enjoyed robust economic growth averaging 6% in the last ten years, but this growth has not equally benefited the 14 million Zambians, especially the rural poor. With so many years of development investments by multinational corporations (MNCs) and the increased economic activities, especially in the mining sector, there is no corresponding development among the rural people. The contrasting realities of growth without development show positive developments and progress at macro level and yet poverty levels at household levels continue to manifest through human induced disasters and risks.

Zambia's Human Development Index (HDI) has improved slightly from 0.405 to 0.448. The Gender Inequality Index is at 0.623² which shows that much more concreted efforts are needed to address the high levels of inequality between women and men in the areas of empowerment, reproductive health, access to resources and to the labour market. Growth predominantly based on exploitation of natural resources has negatively impacted on the environment, threatening host communities' health and livelihoods. The macro level growth has also not translated into improved education and health and has not translated into significant poverty reduction because it has not been pro-poor³.

According to Government of the Republic of Zambia⁴, the failure of the strong macroeconomic position to translate into reduction in poverty, inequality and improve general living conditions for the majority of the Zambians is due to macroeconomic and policy constraints as well as poor governance at all duty bearer levels. Despite major investment in developments, job creation has not grown in tandem with gains in economic growth. According to the Central Statistics Office Labour Force Surveys⁵, the unemployment rate fluctuated between 12-15 per cent. Urban unemployment was 33 percent with female unemployment at a higher percentage of 41 compared to male unemployment, which stood at 25 per cent. Women play a critical role in sustaining the productive sectors such as agriculture, commerce and trade but have unequal access to and control of resources, especially productive resources such as land and financial capital and yet they sustain the agricultural sector through provision of 60.6 percent of the labour force.⁶ This limits women's abilities to move to the higher levels of empowerment beyond subsistence. Women's continued poverty status and low education levels means that they will continue being in low paying and non-technical jobs with low status in society. The attainment of equitable national development cannot be achieved without interventions to empower women and men for equitable access to and control of productive and reproductive resources. Moreover unequal power relations expose women to GBV due to their dependence on men for their survival. In Zambia, the number of reported cases of GBV on Victims Support Unit (VSU), Police Department records as of May 2014 increased by 4% from 12,924 in 2012 to 14097 in 2013 with the highest reported form of GBV being social and economic violence as defined by the Anti-GBV Act at 5138 cases in 2013 followed by assault at 5045 cases (mostly perpetrated by intimate partners), then defilement at 2249 cases. Rape cases increased from 244 in 2012 to 268 in 2013 while cases of harmful traditional practices went up by 86% from 32 cases in 2012 to 426 reported cases in 2013. I. Interventions such as Economic Empowerment will therefore be a key interven-

² The GII measures women's disadvantages in three dimensions: reproductive health; empowerment and the Labour market. It ranges from 0-1 with 0 being the desirable target as it entails equality whilst one (1) entails total inequality.

³ Filmer. D., Fox. L., Brooks. K., Goyal. A., Mengistae. T., Premand. P., Ringold. D., Sharma. S., Zorya. S. 2014. *Africa Development Forum: Youth Employment in Sub-Saharan Africa*. International Bank for Reconstruction and Development and World Bank: Washington DC

⁴ GRZ (2013), *Strategy paper on industrialisation and job creation*, Ministry of Commerce, Trade and Industry: Lusaka

⁵ Ibid.

⁶ GRZ: Ministry of Gender and Child Development (2014). *National Gender Policy*. Lusaka: MGCD

tion that would contribute significantly to increased equal access to and control of resources by both women and men.

The poor estimated at 60 percent (GRZ, 2010) live on less than USD 2 per day. Recent 2013-2014 Demographic Survey show that poverty continues to be a rural phenomenon estimated at 73%, three times that of urban areas with extreme poor households concentrated in Southern, Luapula and Northern Provinces. Wards with high percentages of employees working in the agricultural sector and sales or related occupations⁷ also show high poverty levels. This alarming poverty and inequality statistics stands in sharp contrast to Zambia's strong economic growth record over the past decade, and demands that development actors should change their approaches to development used over the last 5-10 years and explore other options such as public-private sector partnerships and the key role of the informal sector.

The Zambian Kwacha (ZMW) has performed badly with an inflation rate recorded at 9.90 in September 2015. This has a push effect on consumer prices especially with the removal of Government subsidies on maize and fuel, prompting an increase in prices of basic commodities: mealie meal, fuel and transport. Inflation affects mostly the poor vulnerable and casual workers (often female headed households) with meagre salaries and earnings.

Half of the Zambian population is under age 15, and most of the youths are unemployed especially young women and girls. Despite remarkable strides in achieving universal access to education⁸, recent reports reveal that teenage pregnancies in schools is emerging as one of the major barriers to girls' education and development in Zambia, as well as contributing to high levels of gender based violence. In 2012, Zambia recorded 17,600 teenage pregnancies⁹ due to poverty and negative social norms and practices. Increasing gender based violence in schools¹⁰ associated with teenage pregnancies, early and forced marriages factors, contribute to increased girls drop out of the education system. To address challenges affecting the youth, it is key to not only invest in youth empowerment, but also address the mind-set so that youths and young women are not perceived as "hopeless and vulnerable" but as an important resource and the future runners in Zambia's development.

The Zambian public-private partnerships have been praised for macro level developments through exploration of Zambia's national resources. Critics have however argued that the Zambian Government has no capacity to prudently and transparently account for Zambia's resources in a sustainable manner. "Growth without development" is a sign of the Government's inability to meet its commitments to deliver sustainable development to its citizens, and its inability to create an enabling environment to improve citizens' rights. Conditions in most mining and business firms are deplorable while rights to education, right to land, right to clean water and health among others have been violated, a sign that citizens' rights are not protected by neither state nor the investors and mining firms. The Zambia duty bearers are supposed to enact laws to protect citizens and this requires a strong coordinated civil society, the media and empowered rights holders to pressure the state to be more responsible, transparent and accountable in resource and democratic governance. State interventions are top down and often irrelevant to needs and priorities of the rights holders in communities. The Government's vision of 2030 of "*a prosperous nation where citizens are benefiting from the anticipated growth*" cannot be attained unless the Government is able to put in place participatory measures in which citizens benefit from the economic growth which promotes social equity and environmental sustainability. Most interventions deliver weak, poor and unsustainable results amidst vices

⁷ World Bank Group and Central Statistical Office (CSO) (2015). *Mapping Sub-national Poverty in Zambia*, p.45

⁸ Ministry of Education and Early Education, *Education Act, 2011 and Re-entry Policy (2013 Revised)*

⁹ Planned Parenthood Association of Zambia (PPAZ) (2012). *A report submitted to a parliamentary committee on youth and sports.*

¹⁰ Forum for African Women Educationalists of Zambia (FAWEZA), *2013 Annual Reports.*

of corruption, tribalism and nepotism. Resources are either mismanaged, misapplied¹¹, and there are no sanctions towards the culprits, mostly government employees and politicians. Democratic institutions are weak and are unable to deliver either justice or rule of law. Democratic institutions such as Parliament are de facto rubber stamps as real power remains with the Chief Executive at the expense of people's development.

Legitimacy of the public authorities in the target and especially rural communities is difficult to realise amidst poverty where the majority of the population are experiencing hardships amidst plenty. Citizens are aware that the government has not been able to deliver its promises to the people and poverty alleviation has remained political rhetoric in election campaigns and continues for the 2016 tripartite election campaigns. Poor in communities live in perpetual fear as they are unable to speak up on various vices with the ultimate reduction in freedom of expression and an increase in self-censorship.

Zambia's inability to provide public goods and resources despite its robust economic growth is attributed to non-adherence to its many progressive policies, lack of beneficiation at grassroots level due to lack of participatory pro-poor economic policy reforms, inconsistent fiscal disciplines, mismanagement of public resources and/or corruption, as well as political patronage. Employment has not reached the poor, and small-scale farmers faces productivity and instability issues. Government budgets and expenditure have been ineffective in pro-poor changes. The main challenge has been increasing fiscal policy - widening the tax base and increased external debt stock from USD 1.56 billion to USD 2.4 billion (GRZ, 2012). The narrow fiscal space is exacerbated by Government reluctance to increase the tax take from the Mining Sector and allocating those resources to productive use. The extractive industries and Government have failed to strike an optimal balance between attracting foreign investments and raising enough revenue from the exploitation of these mineral reserves for investment in infrastructure and economic development. Government mineral royalty is at 9% for 2015 fiscal year although Zambia became compliant to the EITI project in 2009 and currently produced six reports reconciling for 32 companies and recorded revenue collection of 7.7 Billion. Over the past 40 years citizens have seen Zambia being robbed of millions of dollars through tax avoidance due to the weak transparency and accountability governance measures in the extractive industries and inadequate democratic scrutiny. Mining Companies are not bound by law to implement a responsive, Mineral and Petroleum Resources Act and neither are most of them corporate responsible as they exclude communities from participating in the development to ensure obligation in addressing the socio-economic needs.

Lack of constitutional reforms due to controversy between CSOs and the state remain a challenge with CSO grand coalition demanding a referendum is another factor affecting state capacity to provide public goods.

Civil Society Organizations (CSOs) and Faith Based Organizations (FBOs) in Zambia have a variety of roles ranging from advocating towards central and local government authorities on behalf of disadvantaged groups to direct service provision where Government actors are absent, especially in remote, rural and poverty stricken districts. CSOs, FBOs and the media constitute major and significant actors through the advocacy and watchdog role to compel the primary and secondary duty bearers to deliver democratic governance and sustainable development to citizens, especially the most vulnerable in society. JCP has carefully selected core partners who are strategically placed to work with JCP to contribute to the attainment of economic justice and gender justice with EPR and gender perspectives for more resilient communities that have enhanced improved livelihoods for sustainable development. Through the strategic partnerships with FBOs and CSOs, JCP will be better placed to deal with institutional, structural and social norms that enhance RHs rights.

¹¹As reflected in the Auditor General's Reports for 2013 and 2014.

Some significant civil society actors increasingly get compromised in their work while networks and groups that continue to work with vulnerable communities get stigmatised and criminalised and threatened to be deregistered under the NGO Act from 2009. Compared to other countries in Africa, the space for civil society is generally still there, but CSOs have to continually claim their political space, which the Government seems determined to narrow through the NGO Act. Mostly affected are CSOs while the faith actors are still considered as credible actors providing services to the most vulnerable in society as well as a voice out their concerns. This notwithstanding, faith actors are playing a pivotal role through alliances and networking with the CSO actors to advocate for constitutional reforms. This role do put the FBOs and CSOs into frequent conflicts with the state.

Although Zambia has not officially been to war like other neighbouring countries, politically motivated violence has continued to threaten the peace and stability. Year 2015 has seen a major deterioration in internal stability due to unstable political environment mainly in the ruling PF party due to the death of President Michael Sata in 2014 and the 2015 presidential election saw an increase in the political violence where party cadres continue with violence without the perpetrators being brought to book; the situation could worsen in the forthcoming 2016 tripartite elections.

The state has tried several avenues in 2014 to squeeze to squeeze the media, especially the social media in reporting various issues especially corruption related cases in which the top leadership have been involved. The state owned media have continued to predominantly be pro-ruling party, affecting their objectivity in reporting. There is an increase in the number of journalists who are assaulted by party cadres and are harassed and are either sued or barred from covering official events. Government's enactment of the NGO Act has not been considered to be in good faith by non-state actors. This has also been witnessed by the various restrictions in freedom of assembly especially by opposition political parties and CSOs that deal with democratic governance and human rights related issues.

Although Zambia has signed different human rights treaties and conventions, most of these have not been domesticated to make them justiciable. As a result, citizens may experience various violations of their rights but they are unable to claim their rights via the laws.

Zambia's land use patterns and lack of effective land management has led to one of the highest deforestation rates in the region. It's estimated that the average deforestation rate in Southern African Development Community (SADC) is 0.6 percent per year and deforestation is highest in Zambia and Malawi at 2.4 per cent. Between 1990 and 2010, Zambia lost 6.3% of its forest cover around 3,332,000 hectares, putting Zambia in the fourth place, behind Brazil, Indonesia and Sudan, in the top 10 countries of global deforestation. Traditional land practices; frequent burning and mono-cropping and high household dependency on charcoal due to energy deficits contribute to not only land degradation but also vulnerability for most rural small scale farmers.¹²

Social protection is another deficit area in the wake of increased GBV in which most vulnerable are children, women, persons with disability, people living with HIV and AIDS as well as LGBTIs, and the old. GBV includes physical assault, sexual, emotional and psychological abuse especially against women and girls. Other forms of violence include property grabbing, economic deprivation, child and forced marriages, child labour, torture based on gender and other culturally harmful practices. The dual legal system: statutory vs customary, affects the interpretation of the law especially in rural communities which predominantly uses customary Law.

¹² GRZ (2011) Sixth National Development Plan

2. Lessons learned

JCP is documenting and keeping track of lessons, mainly by uploading evaluation-, narrative- and management reports in NCA filing system, and we share and discuss these reports with partners, back donors and governance board of JCP. Lessons learnt were a key part of the Theory of Change design workshop and they are key in our internal ongoing change to be more cost-effective and LEAN. Please see chapter 9 Monitoring and Evaluation for how JCP Zambia ensures lessons learned from monitoring, evaluations and reporting are integrated in future projects.

The following are some of the key lessons learned from the strategy period of 2011-2015:

In 2010-11 a lot of efforts were done to include partners in the process of developing the first JCP Country Strategy, but it did not work as expected. It ended up being a process, which did put more emphasis on the three agencies' global needs and priorities at the expense of Zambian partners own priorities. The joint programme evaluation in 2015 showed that the partners did not sufficiently buy in to the suggested changes in programmes and they had little ownership of for example the goals and indicators of JCP programmes. Therefore a more participatory bottom up process in the development of the JCP 2016-2020 country strategy has been key to: a) increase future core partners' ownership and buy-in, and b) to link up with other significant actors – relevant for the JCP programmes.

JCP's organizational support to partners has been helpful e.g. CTPD appreciated the support to change their systems (e.g. finance system) to become more accountable and transparent; SACCORD for basket funding to their strategic plan; and ZINGO for support to strengthening their decentralized structure. JCP is one of the only INGOs in Zambia supporting organizational development. It has been JCP's ambition to invest more resources in transparent, accountable and relevant governance and management structures of core partners to play their part civils society development in Zambia. According to the 2015 JCP Programme Evaluation technical advice and facilitation of joint arenas have been mentioned by many partners as the most important added value of JCP. However, the few partners receiving organizational development support highlighted this as very valuable. It is also a fact that the organizational strength of JCP and partners fluctuates over time (often because of high staff turnover), and that capacity building should not only target specific individuals, but units in our organizations, to sustain and keep the capacity.

Too many partners and projects are not cost effective and this increased the admin. %. Resources have sparsely been distributed between 45 projects with 23 partners in 2014. Staff has not been as effective in rendering their technical support and especially mentorship of partners to make projects and partner organizations more effective, mainly due to the high number of partners to follow up and a huge administrative work load. Working with fewer core and resource partners on bigger projects are key for JCP to scale up, reduce costs, speed up our deliverables/obligations and to release time to support core partners' organizational sustainability and PME systems for better programme impact. It was also recommend that JCP should look into multi partner or consortia projects that are strategic and well-designed e.g. with Europe Aid. Greater harmonization of reporting requirements is also necessary.

One important lesson learned has been lack of synergies between thematic programmes. The five thematic programmes have tended to work in isolation with little cross thematic

synergies or cross learnings e.g. in budget tracking, natural resource management or gender mainstreaming. E.g. the Women in Governance programme could have had a more systematic and deliberate synergy of gender equality issues within Resource Finance and Accountable Governance.

Geographic focus is needed for more efficiency and effectiveness - especially in monitoring and evaluation of the programmes and to support synergy between JCP programmes. It is key that geographic concentration build on and strengthen core partners' decentralized structures and mandate from their target groups, it is always sensitive to focus on geography when we work through partners, and sometimes it requires a certain degree of flexibility because back donors (e.g. EU) have their preferences.

Partners, staff and other stakeholders have stressed alliance building with other networks and coalitions in Zambia as it increases coordination, creates synergies between stakeholders and networks, which in turn leads to more positive effects especially on policy advocacy. This is relevant for all JCP thematic programmes, especially as the present funding mechanisms in Zambia do not stimulate for alliances across civil society organizations.

Prescribing ratios for women's representation in decision making structures, like in church board, in municipality, in local committees for WASH, school, etc, does not guarantee their meaningful participation. A high percentage of silent women in committees do not enhance their position. Therefore, there is need to build the capacity for leadership of women to enhance representation. Experience from the Women Can Do It training shows that capacity building of women to enhance leadership roles is a key factor to their effective participation in decision making. This experience as well as recommendations from the joint evaluation is inclusion of men in projects as a success factors. Men can play an important role in helping to create an enabling environment for women to participate at all levels. Sensitizing men is therefore crucial for accelerating the change process. In the 2016-2020 strategy, JCP and the partners seek to continue to empower women to ensure increased knowledge and skills in their roles and responsibilities.

Involvement of religious, traditional and community leaders from the inception and planning of a project is important as it creates ownership by communities and the traditional/community leadership play a great role in mobilizing their communities for various project activities at no cost at all to the implementing organization. Secondly these leaders have a lot of influence on their respective communities meaning their attitude towards a particular project will influence the communities' perception of the project. Finally, the joint evaluation also shows that traditional leaders also are far more sensitive to community needs and more responsive to advocacy efforts than the state authorities tend to be. Interestingly, a trend also observed in governance and social accountability programmes in other African contexts.

It was also suggested to introduce an internship or volunteer programme in JCP as a mean to support and increase capacity in JCP and some partners, and to strengthen links to funding partners in Europe.

3. Geographic focus

The JCP Country Strategy 2016-2020 will focus on only five provinces: North Western, Western, Eastern, Southern and the Copperbelt, where JCP already has a significant presence through our partners. This is reduction of 50% as the current Country Strategy has activities in all the ten provinces of Zambia. It is still a significant coverage, but JCP will not work in all districts in each of the five provinces. See map in Annex 1 for a detailed overview.

It is not easy to scale down geographic coverage when taking into account the expected outcomes for each programme e.g. work focusing on the extractive industry is mainly advocacy and therefore the Copperbelt is chosen, however the Copperbelt is also highly urbanized with a lot of development for most people. North Western, Western and Southern are strongholds of the opposition UPND. Western is remote and vulnerable, and it is very difficult to find partners with sufficient capacity.

JCP has used a combination of criteria to select the five provinces for the new strategy. The main criteria is poverty prevalence; equity and rights deficits; participation deficits, and vulnerability levels among rights-holders, who are mostly in found in rural and peri-urban communities. Vulnerability to the most common long-term (drought and floods) and sudden disasters is also a criteria such as the communities at risk. The geographic choices are also based on lessons learnt from the evaluation, four-year report and a need to be more cost effective e.g. where can programmes supplement each other and the need for synergy between programmes and partners to enhance impact.

4. Theory of Change for NCA Zambia

The Theory of Change (ToC) process used to design this strategy was participatory and greatly appreciated by the involved partners, JCP staff as well as other relevant significant actors. As a starting point four groups worked on the “the Zambia we want” as the major overall desired change for Zambia, which later developed into JCP’s vision or country goal. Hereafter, instead of starting with the descriptions of the Zambian context, identification of the major problems, which JCP and partners ought to address, the process focused on the desired change for each thematic programme (results and outcomes) and the impact JCP and the partners seek to achieve together. The identification of the preconditions (factors and actors) significant and necessary to achieve the vision and overall goal of the 2016-2020 strategic framework.

Vision

A Zambia where all women, men, girls and boys on equal terms are empowered and enjoy civic, economic, political, social, environmental and democratic rights and are benefitting from a restored, resilient and sustainable growth of the country”.

Overall goal is: “RHs have been empowered and as active participants, achieved gender justice and economic justice through economic empowerment, transparent and accountable use of resources while respecting and upholding their human rights.”

JCP and the partners identified the preconditions that shall make the desired possible

If

- JCP and the partners use their mandate, their specialized, broad-based experience and professional competence; stimulate synergy build vertical and horizontal alliances and networks to provide a united voice rights deficits and engage duty bearers to be accountable;
- JCP and partners use evidence based public policy advocacy for legislative and policy reform and implementation of the key laws and policies and ensure compliance;
- Rights holders (youths, women and men) in targeted communities are mobilised, their capacities enhanced and actively participate to influence decision making within the various structures;

Then

JCP and the partners will unlock the various potentials in development and contribute to a greater impact of a Zambia where rights holders (women, men, girls and boys) on equal terms, enjoy civil, political, economic, social, environmental and democratic rights, benefitting from a restored, resilient and sustainable growth of Zambia.

Because

- With relevant knowledge and skills, RHs and especially young people will be able to find solutions to their own problems and become innovators, thinkers and problem solvers and strategic interventions will allow the youth, women and men claim their own rights and live a life free violence and discrimination.

JCP assumes that:

- the multi-sectoral programme approach based on partnerships with the core faith based and CSO value based partners informed by lessons learnt from the 2011-2015 programme as recommended in the end of programme evaluation and the four year report is viable and strategic within the Zambian context.

- The faith based and value based partners are legal entities and are allowed within the Zambian policy and institutional frameworks to exercise their right to development within an enabling environment free from harassment and rule of law.

Preconditions to reach the vision.

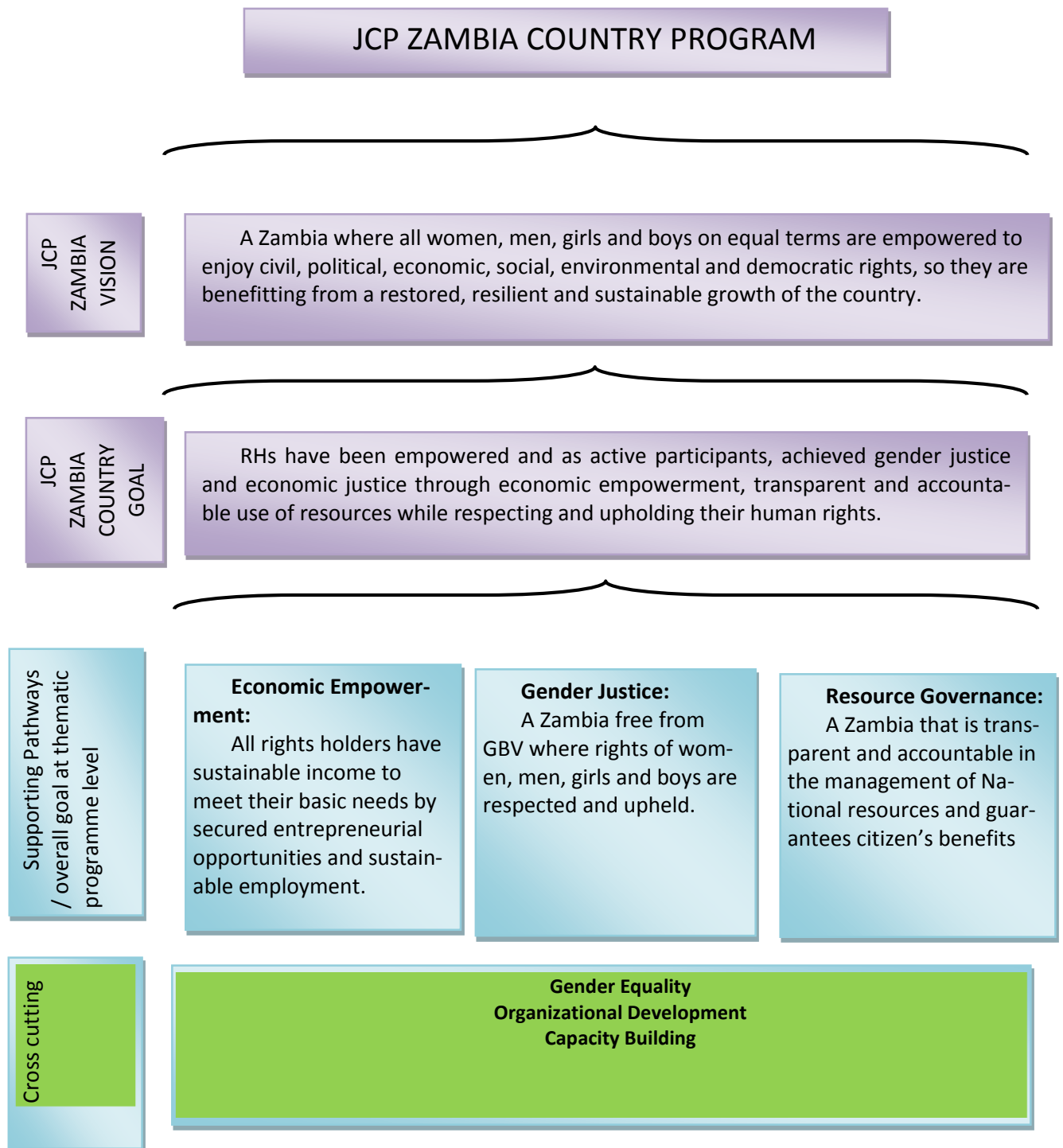
- If JCP RHs are empowered, actively participate in development and have achieved gender justice and economic justice, communities in target JCP areas will be empowered and sustainable. JCP's overall goal of economic justice and gender justice shall be achieved through three main pathways:

Pathway 1: Economic Empowerment (EE)

Pathway 2: Resource Governance (RG)

Pathway 3: Gender Justice and lives free of Gender Based Violence (GJ/GBV)

Figure 4.1 JCP overall theory of Change Diagram



The justification and logic behind JCP's choice of the three pathways/programmes are as follows:

Pathway 1: Economic Empowerment (EE) seeks to address "income poverty" among rights holders, especially women and youth due to extreme poverty manifested through lack and/or limited access, ownership and control over key livelihood and production capitals such as land, finance, knowledge, skills, inputs and tools.

As the main pathway responding to income poverty, EE is well positioned within Zambia's Micro, Small and Medium Enterprise (MSME) Development Policy, which recognises MSME development as '*one of the sustainable ways of reducing the levels of poverty and improving the quality of life of households through wealth and job creation*' as well as the Strategy Paper on Industrialisation and Job Creation which seeks to '*promote growth, employment, value addition and expand Zambia's economy base through four growth sectors: agriculture, tourism, construction and manufacturing*'.

If

- JCP and the partners explore the youth, women and men in the informal sector especially rural areas as opportunities and assets, mobilise them and invest in their participation in policy making, planning and implementation;
- JCP and partners use experiences and lessons from Livelihood and Trade (L&T) programme (2011-2015), especially Village Community Banking (VICOBA) and existing entrepreneurial opportunities in targeted;
- JCP strengthens partner capacities in Participatory Market Systems Development (PMSD), entrepreneurship and enterprise development, private sector engagement, agriculture value chain development and marketing;

Then

- Youth, women and men will be economically empowered and have sustainable income to meet their basic needs.

Because

- Youth, women and men's potential as entrepreneurs will be unlocked; entrepreneurial opportunities in target communities tapped, sustainable employment generated, enterprises and/or new market linkages secured, economic vulnerability reduced, value to their produce added, their income share of given product value chains increased and sufficient income generated to meet their basic needs while surplus income will be invested or reinvested in their enterprises and their potential as change agents and leaders fulfilled and able to claim their rights.

Pathway 2: Resource Governance (RG) responds to Zambia's "*growth without development*", with prevalence of extreme poverty amidst economic growth and is anchored on a strong partner portfolio, a coalition of civil society partners, comprising faith based and core value based partners with broad outreach, and more specialised organisations.

If

- JCP and the partners uses this broad base of experience and professional competence of the partners and networks and build on the RFAG programme (2011-2015), initiate strategic advocacy, strengthen partner institutional and community capacities;
- JCP and the partners use the available spaces for community engagement with duty bearers;
- JCP and partners continue to network, build alliances and their own capacities in organizational development, gender and apply lessons learnt such as monitoring of constituency development fund and taxation;
- JCP makes a closer follow up of partners working at community level and assist them to develop evidence based advocacy strategies based on power analysis they will be

able to challenge social accountability processes in mining areas which are thwarted due to 'hidden' power of the mining companies and powerful vested interests;

- Communities capacities are enhanced;
- JCP and the partners remain strategic, sustain and deepen the engagements vertically and horizontally;

Then

- RHs will influence public resources management systems to be transparent and accountable.
- Duty and moral duty bearers shall be compelled and pressured to be more transparent and accountable in resource governance.
- The Private Sector will also be more corporate responsible.

Because

- JCP partners are carefully selected, are strategic and will continue networking and building alliances whose synergy created will push the state and private sector to leverage resources while using their major strength to mobilise and empower rights holders to participate, increase ownership and voice, engage duty bearers will effectively influence duty bearers and effectively contribute to better management of national resources and alleviate poverty.

Pathway 3: Gender Justice and lives free of GBV (GJ/GBV) builds on the WIG programme from 2011-2015, founded on the fundamental principles of gender equality in which practical and strategic gender needs of women and girls are significant for effective participation of women and girls in decision making in all spheres of society.

If

- JCP and partners create capacities of women, men, boys and girls to participate equally in decision making structures;
- Challenge dominant social norms upholding GBV and demonstrate social actions to condemn GBV,
- interrogate the customary, statutory and faith based justice delivery systems to identify factors that influence GBV and address them;
- and other stakeholders and networks working on GBV in Zambia have their institutional capacities on Gender enhanced, work together to influence public policy advocacy on GBV;

Then

- RHs in target communities will live a life free of GBV.

Because

- JCP partners will use their experience based on the three Church Mother bodies jointly signed *Theological Declaration on Gender Justice with a focus on GBV* with Government and related manuals for institutionalized interventions to influence doctrine and practices to effectively reduced GBV in target communities.

Gender mainstreaming: Although gender justice is a standalone programme addressing GBV as a cause and effect of gender inequalities, the JCP strategy seeks to mainstream gender as a cross cutting issue in each of the thematic programmes.

If JCP staff and partners:

- are capacitated to undertake gender analysis and programming, gender responsive planning and budgeting since the budget is the most important policy;¹³
- undertake GESA – Gender Equality Self-Assessment (GESA) to identify gender gaps in partner policy and institutional frameworks and address those gender gaps

¹³ See ACT's Rights and Gender Training Manual.

Then

- Gender equity and equality in target communities will be achieved

Because

- JCP and the partners shall devise interventions in the various thematic areas for assessing how women and men benefit equally from the projects, in the planning, monitoring and reporting and all data shall be disaggregated by sex and gender lens shall be applied in all the selected pathways to ensure equitable and sustainable development.

JCP's role and added value in contributing to change

JCP's mission has been agreed: *"As a INGO, JCP is a faith-based actor that seeks to empower and unite core and resource partners through partner organizational and capacity development; alliance building as well as engaging with relevant duty bearers to achieve economic justice and gender justice for sustainable development"*

JCP has been operational in Zambia for almost 5 years with an overall programme focus on Gender and Economic Justice, while the main agencies behind JCP (DCA, CA, NCA) have been operational in Zambia from 11-14 years. All agencies have rolled out a rights-based approach, which now is the used approach for JCP.

JCP will be responsible for the overall supervision during the implementation of the strategy, provision of technical support to the implementing partners at strategic and specific organizational levels; monitoring the results chain at both implementing partner as well as at the community levels, preparation and submissions of all narrative and financial reports to back donors via NCA Oslo.

JCP will also contribute to the strategy through fundraising to ensure programme sustainability by broadening the number of donors willing to support the programmes. The resource governance and gender justice and the fight against GBV programme falls directly under JCP's present mandate and experience. , while the economic empowerment programme with active private sector engagement is new and shall be undertaken for the first time. As such, the start of the economic empowerment programme will consist of some smaller projects and more experimental to gradually learn from the major significant actors in Zambia in order to scale up the interventions later. New creative and innovative options shall be sought through the new economic empowerment to address poverty reduction through employment creation, value addition and through various knowledge products.

JCP's partners are value based civil society actors and faith-based actors that take risks and face restrictions in their pursuit of economic justice and gender justice, and often in situations where the legal duty bearers are not delivering development to rights holders as promised. It is these actors of whom many are moral duty bearers that JCP will partner up with to reach the desired outcomes of the JCP programmes and thus the vision of JCP. Through the faith-based actors and value based civil society actors, who have a presence at various levels and have the mandate from rights-holders that JCP will seek and engage in partnerships, which are mutually beneficial. Developing this strategy together, partners, stakeholders and JCP have a better understanding of the significant factors and actors that can better help create the necessary preconditions for the Zambia we want.

5. Strengthening civil society

a) Working strategically with civil society

It is within JCP's mandate to support the strengthening of the Zambian civil society organizations that applies (or strive to apply) a rights-based approach to development and encourages active citizenship for economic and gender justice. From 2016 JCP will focus on cooperation with partner organizations that are rooted, legitimate and have a clear mandate from poor, vulnerable and excluded rights-holders, and with whom JCP shares the same values. These organizations, which often are faith-based organizations and long-term partners of JCP, must be strategically and organizationally strong to work with empowerment of their rights-holders and with advocacy to actually influence and change legal and moral duty bearers that are relevant for JCP programme outcome areas.

b) Contributing to strengthening civil society through programme work

To be more effective and better focused in each thematic programme, JCP will re-assess the partner portfolio from September to December 2015; JCP will phase out some partnerships and include new organisations as result of the Theory of Change process. JCP will work with less partners from 2016-2020 but partnerships with those remaining will be deeper, more technical and include other aspects than just project support as well as Annual Partnership meeting with mutual assessments. JCP will work with different partnerships: a) Core partners; b) Resource partners; c) Strategic networks, alliances and non-funding partnerships.

In each thematic programme, JCP will strengthen partnerships with a number of **core partners**, which are key partners in terms of historical ties, values, development approach, outcome focus and has a link to local communities and to national authorities in Zambia. It will also be key to have a balanced partner portfolio e.g. in terms of political affiliation and the groups they represent; faith-based and non-faith-based as well as their connection to national and international alliances e.g. ACT. Core partners will have favourable and conducive terms and conditions because there is a high level of mutual trust and professionalism in the partnership.

JCP will also work with **resource partners** and these include civil society organisations such women's organizations, research institutions and human rights organisations which are specialized professional organisations and institutions with skills and knowledge that can strengthen JCP's thematic programmes as well as the capacity of JCP's core partners. Resource organisations can come from the private sector and research institutions and will primarily strengthen technical issues in JCP programmes and the capacity of core-partners, and not implement projects on their own.

JCP will continue cooperation with **strategic networks** and **alliances** in Zambia and link this to regional and global actors. Strategic networks also include informal networks, social movements and organisations with which NCA has non-funding partner relationships, e.g. joint advocacy campaigns. For JCP the ACT Alliance is the main international strategic alliance, and the ACT Forum will be JCP's preferred choice in relation to both emergency response and disaster risk reduction.

c) Capacitating core partners as civil society actors

JCP will increase support to relevant **core partners** and **resource partners**, which are strategically positioned for the desired change in each of JCP's thematic programmes and which can meet programme deliverables and deadlines. JCP will focus support to organizations that on a regular basis adapt and change to strengthen their governance and management structure to become more transparent, accountable, cost-efficient and out-

come focused – preferably in cooperation with the partner’s other supporters/donors to such partners.

As a result JCP will change support to these organizations by approving multiple year agreements, better conditions (e.g. faster cash flow) and more technical support. The focus will be on (but not limited to) partners’ organizational development (PMER systems, strategic plans, democratic governance and management systems, accountability and transparency mechanisms (e.g. HAP), human resource development, procurement and logistics, support to alliances and platforms or fund raising strategies) with an aim that JCP partners strengthen their organizational sustainability to become less dependent on international partners like JCP and stronger as sovereign organizations in Zambian civil society.

Strategy indicator 2020: Annual bilateral partnership meetings held with 8 partners (2 from each thematic JCP programme) and partnership agreements signed on aspired partnership development – besides project cooperation and support.

Strategy indicator 2016: based on partner’s own organizational assessments and JCPs scorecard, 4 (four) core partners organizational development/capacity building plans have been supported by JCP.

Outcome indicator 2010: no. of core partners that have strengthened their internal organization to become more accountable and delivers improved outcomes for their target groups.

6. Programmes

This section provides an analysis of the needs related to each programme area. The main programmes are Economic Empowerment, Gender Justice and Resource Governance.

Each programme area has presented below the main theory of change under each thematic area and the preconditions necessary for the change to take place. The main focus is the targeted outcomes or the changes we expect to achieve among the rights holders in each thematic area. The desired changes necessary to contribute to the overall goal are referred to in this programme as the pathways to change. In each area, the factors and actors including that of JCP and its partners are highlighted and these are summarised under the heading significant actors. At the stage of strategy development, all the **key significant actors** have been identified and named during the theory of change strategic reflections with the significant stakeholders and partners as well as JCP staff. The actual partners who will sign the partnership agreement with JCP for the next five years will depend on the partner assessments. Those that will be successful, long term partnership agreements shall be signed.

The outcome from the process led to the production of both the theory of change diagrams with pathways to the change and the major related risks and assumptions. Based on the theory of change diagrams and logframes, a more substantive 5 year results framework has also been developed for each thematic area (see excel annex, sheets 4.1 to 4.4). Each results framework needs a baseline that will be developed between May and August 2015.

According to GRZ (2013)¹ some of the important macroeconomic and policy constraints affecting failure of economic growth to result into poverty reduction are: low savings and investment ratio as a percentage of GDP; vulnerability to external shocks especially arising from the country's continued dependence on the mining sector; low access to finance; high cost of financial services; and significant infrastructure deficit especially in the energy and road sectors. Another key factor is that economic growth has been driven by capital and not labour factors of production. As such agriculture and manufacturing, which are labour intensive, have not succeeded in contributing to creation of jobs. Agriculture is Zambia's main source of employment and income. According to the Zambia Labour Force Survey 2012 report, the highest proportion of workers in 2012 at 52.2% was in agriculture, forestry and fisheries (CSO and Ministry of Labour and Social Security, 2013)¹.

Youth and women have been disproportionately negatively affected by unemployment. The unemployment rate was 7.8 per cent in 2012 with 60.8 per cent of the unemployed population being female (ibid.). Youth (aged 15-35 years) unemployment was 10 percent and the highest unemployment rate of 14.3 percent was among youth in the age group 20-24 years according to the 2012 labour force report. The Zambian Government has developed and implemented various policies over the years to address this challenge including a dedicated Youth Empowerment Fund and Women Empowerment Fund. However, these and other mechanisms have not translated in job creation among the affected group. A strategy paper on industrialisation and job creation was developed and launched in 2013 by Government in collaboration with the private sector. It aims to create 1,000,000 new formal sector jobs in 5 years in four growth sectors, agriculture, tourism, construction and manufacturing. The strategy identifies investments in infrastructure, education and skills development, improving availability of long term financing and an enabling business environment as key requirements in stimulating job creation and growth in the selected sectors.

Zambia has a very young population. In 2012, the youth population aged 15-35 years accounted for 35.1 percent of the population (CSO and Ministry of Labour and Social Security, 2013) while the 21.4 percent was aged 15-24 years. This youth bulge has created high levels of youth unemployment as pointed out above. This is a challenge. However, it can also become an opportunity since "youth not only need jobs, but also create them", (Filmer *et al*, 2014)¹. According to Filmer *et al* (2014) jobs can be defined as "a wage or salaried position with an employer" or "activities that generate actual or imputed income, monetary or in kind, formal or informal" as defined by the *World Development 2013: Jobs* report. The latter is more prevalent in Africa with many people working on family farms or in a household enterprise which is collectively described as the informal sector. Such jobs are not very rewarding in terms of earnings because they tend to be small and mainly involve a family. The 2012 Labour Force Surveys indicates that 84.6 percent Zambia's 5.4 million employed workforce was in the informal sector while 15.4 percent was in the formal sector (71.2 percent male and 28.8 percent female) (CSO and Ministry of Labour and Social Services, 2013). Approximately 70 percent of Micro, Small, Medium Enterprises (MSMEs) are agricultural and 21 percent are in wholesale or retail trade (GRZ, 2013). Skilled agricultural, forestry and fisheries account for 98.3 percent of the occupations in the informal sector (CSO and Ministry of Labour and Social Services, 2013). Only 6.8 percent (10 percent male and 3.7 percent female) of the national working population aged 15 years and older have received skills training while 92.5 percent (89.5 percent male and 95.4 percent female) have not. Rural areas have less skilled at 38.2 percent compared with urban areas at 61.8% (ibid.).

Growth of the informal sector, in terms of increased earnings and returns, employment creation and transition into the formal sector has been constrained by a number of factors. Limited or lack of access to assured, structured markets and prices affects returns

on investments and determines future investments. Poor roads, energy and communication infrastructure and limited access to post-harvest handling and processing equipment affects market access and value addition. Limited or lack of access to financial services also affects growth of enterprises. Access to loans is restrictive because of collateral requirements and prohibitive interest rates. The growth of community managed micro-finance has addressed the challenge of access to small loans in some rural communities but many areas remain without any financial services at all. The poor working, saving and loan repayment culture among many Zambians negatively affects productivity.

The Economic Empowerment Goal: The programme aims to contribute to a Zambia where all rights holders have sustainable income to meet their basic needs with the specific goal of rights holder's secure entrepreneurial opportunities and sustainable employment.

This will be achieved through four preconditions (outcome areas) which we call pathways to the desired change.

Pathway 1: *Rights holders have established micro or small enterprises;*

The Micro, Small and Medium Enterprise (MSME) Development Policy (GRZ, 2008, p. 4)¹ recognises that MSME development is 'one of the sustainable ways of reducing the levels of poverty and improving the quality of life of households through wealth and job creation'. However, limited investment in skills training, lack and limited access to factors of production especially financial capital and land and Government's failure to design and/or implement legislation supporting MSME development and growth has resulted in the inability many poor and marginalised to establish informal and formal micro or small enterprises.

If marginalised rights holders, especially women and youth in rural areas, are mobilized in village community banks (VICOBAs) and/or self-help groups (SHGs) and/or cooperatives, linked to Microfinance Institutions (MFIs) and/or commercial banks, rights holders' capacities on land rights are strengthened, they access paralegal services, their rights are documented through customary land holding certificates and/or title deeds, and **if** RHs' training needs are established, training providers identified and their curriculum revised to respond to rights holders training needs, and **if** JCP and partners engage in policy analysis, monitoring and advocacy on MSME policies for supportive legislation, **then** RHs will have sustainable, viable micro or small enterprises. This is **because** rights holders will have entrepreneurship and vocational skills and be aware of their rights and be able to claim them, such as accessing long term loans and affordable and attractive financial capital and services, secured supportive legislation, land rights which will result in strengthened access to factors of production for establishment of sustainable small and micro-enterprises.

Pathway 2: *Rights holders have gained access to local or domestic markets*

Poor and fragmented markets remain one of the biggest challenges preventing wealth creation and poverty reduction among rights holders especially those in rural areas. High transaction costs, poor infrastructure and low production capacity (yield and quality) are some of the key factors preventing development and improvement of rural markets. Poor infrastructure is partly due to lack or limited investment by the public and private sectors.

If JCP and partners conduct and publish research on marketing challenges among rights holders and engage Government and the Private sector, and **if** rights holders are mobilized in groups, provided with training on market research, pricing and other marketing skills, and **if** rights holders are mobilized and horizontally linked in groups/cooperatives and vertically linked to input suppliers and output buyers and **if** JCP and partners mobi-

lize rights holders into groups and cooperatives, raise awareness, research and advocate, **then** rights holders will gain access to the local or domestic markets. This is **because** rights holders will be empowered to advocate for improved infrastructure and the private sector and government will be persuaded and motivated to invest in rural infrastructure development (e.g. feeder roads, telecommunications, storage sheds, processing plants) and they will have increased access to production inputs, improved product quality, increased transactions between rights holders and their customer, reduced transactional costs and risks, more transparent pricing, establishment and development of new marketing chains and partnerships resulting in improved market access among rights holders.

Pathway 3: New cooperation with the private sector has been developed.

As pointed out above poor and fragmented markets and high transaction costs have prevented private sector engagement with suppliers in the supply chain further upstream despite several efforts by Government and other stakeholders to support private sector involvement with rural based entrepreneurs. Government has strengthened the business environment e.g. creating one stop centres for business registration and financing e.g. by creating the Citizen Economic Empowerment Commission (CEEC). These well intended programmes have not however resulted in accelerated engagement between the private sector and upstream actors.

If JCP and partners engage Government, the private sector and rights holders and facilitate functional platforms for networking and collaboration, and **if** JCP and partners pilot innovative ways of motivating the private - sector to work with up-stream actors especially poor and marginalized producer through mobilization, **then** new cooperation with the private sector will be developed. This is **because** the engagement between JCP and partners with Government and Private sector will lead to an improved understanding and responses from actors to strengthen cooperation for all involved and there will be increased transaction and service provision to producers by input suppliers and output buyers (e.g. seed companies, processors and super markets).

Pathway 4: Value chain development has increased rights holders profits

There is a strong belief and narrative among civil society actors and other stakeholders that poor and marginalised rights holders get 'reaped off' and get a 'raw deal' as actors in the value chain. One of the key reasons for this is that actors downstream e.g. buyers and processors have more power in terms of dictating the terms of trade to the disadvantage of the primary producers. This is partly due to the low value addition to the products by the primary producers especially small scale farmers.

If JCP and partners facilitate linkages among actors in the value chain including policy makers and implementers through forums, and **if** JCP and partners continue to carry out research and advocate for strengthened land tenure security, and **if** JCP and partners facilitate capacity strengthening, through for example, training and provision of tools in value addition, **then** there will be sustained capacity for rights holders to engage in various value chains and that will enable rights holders to climb up the value chain e.g. from producers to processors and/or bulk buyers. The chains of primary producers will result in sustained wealth creation. This is **because** at primary producer level value addition e.g. better quality, packaging and storing will result in higher producer prices (at the right season) and thus profits for rights holders.

Overall goal of Economic Empowerment

The overall goal of this programme is that “*Rights holders secure entrepreneurial opportunities and sustainable employment.*” A key impact indicator for the programme is that **rights holders have secure income to meet their basic needs.** The main intervention strategies will be *entrepreneurship and vocational training, enterprise development and agriculture market and value chain development.*

Entrepreneurship and vocational training: The main indicator for success will be *the number of female and male rights holders who are able to establish their own enterprises.* It will be important to establish the training needs of the rights holders to ensure that the training models respond to their needs. The training should not be restricted to formal training but informal training is strongly encouraged bearing in mind that most of the rights holders are out of school. Linkages and collaboration with existing training institution is encouraged as well as development of innovation methods of training such as incubation hubs.

Enterprise development: The main indicator for success will be *the number of female and male rights holders who are able to increase returns on their investments.* It is important to research and establish the internal and external factors affecting the capacity of informal and formal micro and small enterprises from growing. This will lead to development of response mechanisms and strategies that will unlock the potential for growth. Policy analysis and advocacy will be employed in establishing the policy and legal environment, as well as holding the relevant stakeholders to be more accountable in implementing and/or developing MSME policies and legislation. In addition, there will be focus on facilitating access to factors of production especially financial capital and land as well as strengthening and/or developing functional partnership with the private sector.

Agriculture market and value chain development: The main indicator for success is *the development of pro-poor, structured, assured and transparent input and produce markets.* It is important to research and establish the internal and external factors affecting rights holders’ especially rural rights holders. This will be achieved through policy analysis and imperial studies (market and value chain analysis). This will lead to development of response mechanisms that improve market access for rights holders. Further, it is important that horizontal and vertical linkages between primary producers and actors in the supply and output value chains are created and/or strengthened. This will result in increased value addition through quality improvement, storage and processing at primary producer level thus increasing the monetary value realised at this level. In addition, it is important to ensure that primary producers have access to knowledge and tools to facilitate value addition.

In Zambia GBV is both a cause and an effect of unequal gender relations and an expression of women's subordinate status in society. Gender Based Violence (GBV) is any harmful acts against a person's will and that is based on his or her specific gender role in society. GBV can affect both females and males, but affects women and girls disproportionately. For JCP therefore, programming on GBV relates to various forms of violence against women and girls, particularly intimate partner violence, child marriage e.tc. The program seeks to engage men and introduce positive masculinities condemning GBV. The right deficit which this programme seeks to address is the right to a life free from violence. Violence is a major obstacle to women's and girl's development, whether occurring at home or in the society, is a barrier to enjoyment of a range of human rights.

Overcoming GBV and promoting gender equality is a critical component of poverty reduction and growth. GBV incurs costs on the economy in terms of lower worker productivity and incomes, human social capital and the burden on national health and judicial systems.

One in three women world-wide has experience GBV during her lifetime. There was slight decrease in the number of GBV victims who had succumbed as a result of GBV from 83 cases in 2012 to 70 reported cases in 2013. 69% of cases reported to the police in 2012 and 75% of reported cases in 2013 had not proceeded to court. Of these cases, only a third had proceeded to court as at May 2014. Of those that proceeded to court only 29% of the perpetrators have been convicted; 15% of the cases were withdrawn while 53% were still pending as at the time of reporting. Despite there being no reported cases on child marriage at the VSU, Zambia is perceived as one of the countries having the highest rates of child marriage in the world. The Zambia Demographic Health Survey (ZDHS) showed that 2 in every 5 girls are married before they get 18 years old as factor which is precipitated by the Constitutional recognition of Customary Law alongside the statutory law.

The same research has shown that GBV, perpetrated by intimate partner is still widely accepted among women in Zambia with 3 in 5 women agreeing that GBV was justifiable in certain circumstances. The most common reasons for beating wife have been identified as arguing with the husband (43.1 percent), neglecting the children (42.6 percent), and going out without telling the husband (42.2 percent), refusing to have sex (36 percent) and burning the foods (33 percent). In terms of geographical area Luapula is the region with the highest rate (85 percent) of acceptance among women for violence against the wife with one justified reason, followed by Northern (79 percent), Central (77 percent) and Copperbelt (71 percent) provinces.

Access to justice for survivors of gender based violence hinges on the capacity and role played by various service providers in all sectors relevant in the GBV response chain (medical, legal, psychosocial, protection, security). These providers are critical in upholding human rights and bringing perpetrators to justice. However, service provision by these agencies has been hampered by limited capacity in effective handling and management of cases of GBV.

The desired change of the Gender Justice Programme within JCP:

A Zambia free from GBV where rights of women, men, girls and boys are respected and upheld

Overall Goal: Reduction in Gender Based Violence in Programme Areas

Pathway 1: Dominant social norms protect girls and women from GBV

Patriarchal traditional and religious structures have remained a major stumbling block to the overcoming GBV as well as to survivors of GBV to access safety and justice. Both customary law and religious justice systems are irresponsive to needs and rights of women and perpetuate unequal power relations between women and men, boys and girls. Dominant masculine gender norms manifested in highly risky behaviour often find expression through male involvement in risky sexual activity and excessive consumption of alcohol to satisfy societal expectations. This often leads to violence against their intimate partners.

If JCP and partners challenge traditional and religious norms, beliefs, practices and religious dogma and misinterpretation of religious scriptures and doctrine that underpin the structural barriers to safety and justice for girls and women, and specifically for survivors of GBV, and **if** JCP partners build women and communities' capacities on rights based approach, rights of women as well as transformative masculinity, and **if** JCP and partners, especially faith actors use their moral duty and responsibility to advocate for policy reform on Alcohol Abuse as a major factor in gender based violence and other high risky behaviors by boys and men, **then** dominant social norms including masculinity will be transformed, and girls and women protected to live a life free from GBV. This is **because** communities' mind-set and traditional, religious and dominant social norms such as negative masculinity will be transformed and the reliance on alcohol consumption by men and boys as a demonstration of their masculinity will have declined by engaging men and boys in positive and transformative behavior ensuring that survivors of GBV receive social support they are entitled to in the pursuit of justice and are responsive to the rights of women and girls.

Pathway 2: Laws, policies and budgets to end GBV are improved and implemented

The enactment of the Anti-Gender Based Violence Act (2011), adoption of National Gender Policy 2011 (revised in 2014) and the National GBV Plan of Action have been pivotal in putting up a solid foundation for addressing GBV. However GBV prevalence has continued to rise. This has been attributed to lack of effective enforcement mechanisms, inadequate resource commitment by the state, slow implementation of the provisions of these policies and legislation and gaps in the legal and policy framework. The situation is exacerbated by contradictions between customary and statutory law that continue to operate side by side. The mischief lies in the claw-back clause under Article 23 of the National Constitution which effectively takes away women's right to non-discrimination on the basis of sex, the very right it purports to give. In the absence of a new gender sensitive constitution the enactment of Gender Equality Act will address gender inequality which is the basis of GBV.

If JCP and partners build and enhance capacities of networks, alliances, and coalitions and other non-state actors to undertake evidence based public policy advocacy such as adoption of a National Alcohol Policy, and **if** JCP and partners advocate for customary and statutory laws to be reviewed and aligned to human rights principles, as well as the Penal Code and Anti GBV Act and expedite Anti GBV Act implemented, **then** there will be legal and policy frameworks for challenging alcohol abuse and GBV against rights holders particularly those living in rural communities where the influence of negative aspects of culture and tradition is very high. This is **because** laws and policies will have been improved

and implemented contributing to upholding of women's rights including the regulation of alcohol consumption.

Pathway 3: GBV survivors have safely accessed adequate and appropriate support services

If women have knowledge of their rights to be free from GBV, the law, and legal procedures, self-representation skills, and are acquainted with both formal and alternative dispute resolution mechanisms and **if** JCP and partners enhance capacities of key service providers, paralegals, psychosocial counselors, including faith actors, **then** GBV survivors will safely access adequate and appropriate support services in target communities. This is **because** service providers will timely deliver justice to rights holders, because they will have an improved system for handling survivors of GBV and effective GBV case management, application and enforcement of the Anti-Gender Based Violence Act and other relevant statutes.

Pathway 4: Increased participation of women in decision-making processes at the local level

One of the main causes of GBV has been identified as patriarchal culture and attitude which is the embodiment of deep rooted gender power imbalance that excludes women from decision making processes and structure. The result is subordination of women which in turn increases their dependence on men making them vulnerable to violence.

If JCP and partners facilitate interventions to increase the participation and representation of women in decision making structures and processes, and **if** JCP and partners build capacities of women in leadership skills to take part in decision making processes and put in place measures to remove barriers that impede their effective participation, **then** more women will participate and influence decision making in various structures at the local level. This is **because** women will be empowered, their vulnerability to GBV reduced and will be able to engineer a shift in the balance of power leading to equitable gender relations, enhanced autonomy and voice to claim their rights.

Zambia is dependent on its natural resources which include minerals, of which copper is the mainstay. The country is Africa's second largest producer of copper and cobalt after the Democratic Republic of Congo (DRC), which accounts for over 70% of Zambia's total mining output. Between 2006 and 2011 the contribution of the sector to GDP had averaged about 3.8% while mining tax revenue as a ratio to GDP was recorded at about 3% in 2011. The contribution of the sector to GDP after privatization has grown with mineral production increasing from about 257,000 tonnes per annum in 2000 to approximately 862,000 tonnes in 2013. It has been further projected that Zambia may reach production of 1.5 million tonnes by 2015 when the Kalumbila project once fully operational. The sector's contribution to GDP is expected to increase to 20% per year by 2016. It is also worth noting that the development of other sectors is also dependant on the growth in the mining sector. However, despite about 100 years of mining in Zambia, the sector's contribution to the development of Zambia and its citizens leaves much to be desired. The overall contribution of mining to economic growth, job creation and meaningful improvement in livelihood of the people remains inadequate. In addition, mining in Zambia has tended to leave behind lasting environmental and social liabilities that have not only posed a danger to human well-being, but also served as a burden for successive governments to address. The inter-generational impacts of the Lead poisoning in Kabwe serve as a classical case in point in this regard. Furthermore, there are growing concerns regarding:

- Weaknesses in the legal and regulatory framework for the mining sector.
- Weaknesses in the investment framework aimed at attracting foreign direct investment into the mining sector.
- Largely ineffective key institutions and government departments such as the Zambia Environmental Management Agency, Zambia Revenue Authority, Geological Survey Department, Ministry of Mines and Minerals Development, among others.
- Limited access to information pertaining to the operations of the sector, including the secrecy surrounding negotiations and contracts signed by the government and investors.
- Limited coordination and in some cases friction between different government ministries with regard to their respective jurisdictions and functions in relation to mining.
- Limited citizens' involvement in decisions pertaining to the mining sector and its impacts on their daily lives.
- Limited local government capacity to monitor the social and environmental impact of mining.
- Inability of national and local government to effectively collect, utilize and account for mineral rents for social and economic development in areas where extractive activities are taking place.
- Lack of adherence to occupational health and safety standards and challenges pertaining to employment (i.e. casualisation, unreliable and uncertain contracts, limited use of local experts and skilled workers in preference for foreigners, etc).
- Gaps in resettlement and compensation policy and practices.
- Land use change challenges including displacement of communities mainly due to insecurity of tenure on traditional land.
- Lack of domestication of relevant regional agreements and protocols, particularly the SADC Protocol on mining of 1997 which came into force on 10th February 2000 and the Africa Mining Vision.

The RFAG programme has had a strong partner portfolio, a strong coalition of civil society partners, comprising faith-based partners, with their broad outreach, and more specialised organisations. The core focus has been on mobilisation and empowerment of rights holders at community level, as well as evidence-based advocacy at all levels. The

networking and collaboration between JCP partners, especially through the advocacy platforms has been a major strength. The budget monitoring component has contributed to improving government processes of distribution of public resources and increasing rights holders' participation. JCP partners have contributed to changes in taxation frameworks and budget policies, as well as contributing to pro-poor changes in budget allocations, influencing both the income level and distribution of public resources within Zambia. Targeted communities have been empowered to (and do) claim their own rights. Spaces for engagement, between rights holders and duty bearers have been created. However, there is a need for closer follow up of partners working at community level, assisting them developing advocacy strategies based on power analysis. They still exist in a complex environment that partners and communities are operating in. Social accountability processes in mining areas face significant obstacles, not least the significant vested interests and 'hidden' power of the mining companies, which have thwarted advocacy efforts with local authorities. There are significant risks and constraints for communities in advocacy work in mining areas, requiring close accompaniment by JCP and its partners. The evidence points to the need for more strategic advocacy engagement, including at higher levels, nationally, to help facilitate and enable the change communities are trying to bring about, especially when communities are up against powerful vested interests¹. Therefore the Resource Governance programme will build on the RFAG programme in initiating strategic advocacy and strengthen the available spaces for community engagement with duty bearers for concrete legal and policy reforms and build transparent and accountable public resources management systems.

Overall Goal of Resource Governance

JCP Accountable Governance programme in Zambia will contribute to the goal of having a *"Zambia that is transparent and accountable in the management of National resources and guarantees citizen's benefits"* To achieve this goal, Resource Governance Programme will follow four path ways of change.

Pathway 1: Rights holders have influenced the development of public plans and budgets to be more aimed at reducing poverty.

One of the major causes of having development that is not centered on the citizens needs has been due to the limited space and platform for the citizens to participate in national planning processes.

If JCP and partners map the community needs for poverty reduction, and **if** rights holders have conducted budget analysis. Furthermore **if** JCP and partners create spaces and platforms for citizen's participation in national planning processes **then** development plans and annual budgets will be responsive to the needs of the poor and vulnerable especially women and girls. This is **because** RHs will have influenced public planning and budget formulation through evidence based advocacy, and Government can then move to close the gender disparity using instruments like the national budget.

Pathway 2: Right holders contribute to public budgets being implemented according to public plans in targeted areas.

If RHs and CSOs are mobilized, organized and trained in conducting social monitoring, and **if** JCP partners lobby for the enactment of the Freedom of Information Act, **then**, and right holders will have access to key and relevant information and will be able to dialogue and engage on social monitoring issues from an informed point of view. There will be increased transparency, accountability and equitable distribution of public resources especially from the mining industry due to public demand. This will ensure that citizens benefit from a more equitable distribution of public resources. This is **because** there will be increased public demand and pressure for increased government accountability in public resources management and **because** RHs will be able to effectively contribute to public budgets being implemented according to public plans.

JCP assumes that Government will be willing to engage on the need for access to information to enhance people/citizens participation in development of public plans and budgets.

Pathway 3: Right holders have contributed to improved policies and legal framework governing the mining industries

If JCP and its partners engage in advocacy for legal reforms through awareness raising, lobbying and dialogue with government agencies and ministries, **then** this will contribute to improved policies and legal framework governing the mining industries, and institutions and legal frameworks that guarantee effective Public Resource Management will be strengthened and/or established ensuring equitable distribution of resources to the benefit of all citizens. This is **because** an enabling environment will have been created for citizens to hold the Zambian government and private sector accountable in the management of national resources.

If JCP and partners lobby mining firms to adopt policies and systems that address the impact of mining operations on surrounding communities and declare all mineral revenues, **then** environmental degradation, displacements and loss of livelihood will be mitigated and it would contribute to increased revenue collection by the government **because** the impact of mining operations at community level will be regularly monitored and all income declared in a transparent manner.

Pathway 4: Duty Bearers have been held accountable to community rights in the mining industry areas.

If NCA partners mobilize, capacity build communities and facilitate platforms for engagement within mining areas and if JCP partners take a firm stand to ensure that community in mining areas know their rights **then** they will be able to hold government, mining companies, community and traditional leaders accountable to uphold the rights of men, women, boys and girls. This is **because** they will have been empowered to know and claim their rights.

7. Emergency preparedness and response

Zambia has not been in a war and is classified as a peaceful and stable country and yet it has not developed sustainable measures for preparedness and response to emerging disasters. The recent study sanctioned by the Disaster Management and Mitigation Unit involving Zambian partners in Emergency preparedness and response found that 48 of the 103 Districts in Zambia experienced dry spells as a climatic hazard in the 2014/2015 rainy season affecting the energy sector, food security and the water supply situation. The situation affecting Zambia demands that measures to mitigate the effects of climate change should be addressed. All sectors should design interventions and commit resources to address these challenges to enhance sustainability. Zambia as signatory to the UN-FCCC should adopt the 7 main principles of radical approach to climate change adaptation¹. Increased preparedness and response is key to the attainment of a Zambia that is prepared, resilient and responding effectively to changing environments and disasters.

The Government of the Republic of Zambia has the mandate to provide remedial services whenever a disaster occurs and it is the responsibility of the Government to make public declaration of a disaster. The Office of the Vice President through the Disaster Management and Mitigation Unit (DMMU) is mandated to coordinate all disaster preparedness and that proper response mechanisms are put in place. There is however an Inter-Ministerial Committee that spearheads preparedness and response mechanisms at national level. The Government has further created structures at District levels (District Management and Mitigation Teams), to which all stakeholders in the District who have a role in disaster preparedness and response are party. There are a number of factors that inhibits the state from effectively managing disasters. The most relevant factors in EPR are:

- Lack of coordination among key stakeholders which has resulted in some areas well covered than other areas affected by disasters.
- Poor road network disadvantages some geographical areas e.g. during the rainy seasons such that even though some communities may be cut off due to floods. There are no means of transport that can reach such communities and more so during the dry season, the heavy equipment for drilling or construction purposes may not be able to reach far-fetched area.

The Government's intention is to play a pivotal role in ensuring its citizenry are resilient to emerging disasters and this goes beyond the ordinary mitigation that takes place annually as a result of known climatic hazards. The Government has a role to steer all actors to be prepared, on alert, participate in responding but also put in place resilient measures to enable communities to withstand these annual disasters. Government has to pro-actively take on board faith based and non-faith based actors in preparedness and responding to disasters and ensure responses are timely and well-coordinated because the FBOs have a readily constituencies with structures in place, which are decentralized; the ACT Alliance has a network to FBOs and they have experience in EPR; government listen when the main FBOs speaks up and FBOs working with other CSO networks to create synergy and link up to UN structures.

EPR will rely on Government's approach through the Disaster Management and Mitigation Unit, which takes cognizance of stakeholder mapping according to Districts affected or likely to be affected by projected disasters which mainly are centered on excessive rainfall in a given season or drought whichever has affected the area. JCP shall also utilize Response mechanisms mapped by Government with respect to organizations' geographical focuses, with some disaster-prone Districts having more Organizations to respond to disasters. JCP EPR intervention areas will be where communities are affected by extreme poverty and vulnerabilities due to droughts, floods and because they are remote to access because infrastructure is inadequate. JCP seeks to work with partners, partners already selected under the JCP thematic areas, to create synergy for advocacy and disaster risk reduction i.e. to integrate disaster mitigation, increase resilience and sustain livelihood sources and protection of

the communities. Geographically these areas the Copperbelt, Eastern, North-Western, Western and Southern – areas identified by DMMU.

Since JCP is a member of the ACT Forum in Zambia comprising nine members, five of whom have been active in addressing EPR, JCP will respond to emerging disasters mainly through the ACT Zambia Forum members, especially CCZ who have trained church leaders in various districts of Zambia to respond to emergencies. However, the extent of the disaster will determine whether other partners from among local NGOs such as Village Water Zambia may be involved. In preparation for the responses, JCP is well positioned as an ACT Member to contribute towards preparedness and responses. See results framework in excel annex, sheet 4.4.

In the case of a national emergency, JCP will deploy the permanent WASH and programme staff with support from NCA Head Office and/or other NCA offices in the region or from DCA and CA. NCA is capable of doing conflict sensitive analysis and planning for WASH, monitoring and reporting in emergencies. Further training is planned with other ACT partners on preparation and implementation of gender and conflict sensitive emergency interventions, as well as training on security in an unstable political context, for instance on how to share information and be protected.

Goal and outcomes:

The overall goal of Emergency Preparedness and Response in Zambia is a Zambian community that will be prepared, resilient, and responding effectively to changing environment and disasters.

The Zambian Emergency Preparedness and Response main focus/pathways will be:

1. Development and application of contextualized minimum standards to mitigate risk to structural interventions;
2. Organizing CSOs so that through their existing structures, action on climate resilience can be demonstrated;

If

- JCP and ACT Alliance uses the experience of the Church Leaders already trained in EPR in Southern, North-Western, and Eastern parts of Zambia;
- JCP and ACT Alliance uses its links with to the UN Agencies;
- JCP taps from the Alliance in terms of partnerships including traditional partners such as CCZ who are members of the ACT Forum and builds a strong Climate WASH preparedness and response mechanism;
- JCP and Act Alliance uses readily available EPR information such as UN assessments, analysis, plans, reports, technical, financial, and logistics support;
- If established community based EPR structures capacities are strengthened, are knowledgeable in management systems such as early warning and information management systems and the overall coordination mechanisms and undertake Policy Advocacy.

Then

- JCP and Partners shall have a sustainable emergency response system embedded in the linkages, networks and alliances with the Government, the UN agencies, Faith Actors, ACT Alliance's and the ACT Zambia Forum to promptly respond to emergencies in Zambia.

Because

- JCP, partners, stakeholders and communities shall be empowered, prepared and coordinated and equipped to address the factors contributing to ineffective in Zambia.

Strategies

The main strategies that the EPR has put in place in order to achieve the Outcomes will be:

- Capacity building of rights holders on issues of existing minimum standards, development of contextualized standards, enforcement and implementation of the developed and existing minimum standards to foster climate resilient small-scale structural interventions such as access roads, storage facilities, sustainable irrigation systems, disease controls, water harvesting because macro scale infrastructure is the responsibility of the government of Zambia.
- Mobilizing of networks, alliances and rights holders to provide a strong voice on disaster risk management issues, speaking and advocating to duty bearers to provide mitigation measures, space for dialogue, and put in place laws that will protect the environment.
- JCP will also provide technical EPR support, based on training materials for various actors at different levels; installation and operations of WASH kits, promote good hygiene practices, which will be replicated in the targeted communities.
- JCP will also coordinate and network with other like actors in preparedness and response, and create space for sharing of best practices and lessons learnt.

Role of partners

The EPR will depend on partners identified during the Theory of Change workshop to work on disaster risk reduction and resilience. Among these partners will be ACT Forum Zambia members, as well as relevant FBOs and CSOs such as Caritas Zambia and dioceses; Council of Churches; United Church of Zambia (ACT Alliance chair), and Zambia Climate Change Network, representing nationwide CSO and FBO actors on climate change resilience.

JCP implementation approach and funding

The EPR in JCP is a Country Specific programme, which has its own outcomes, log frame and ToC. See excel annex, sheet 4.4. Focus will be on DRR and resilience between disasters, as well as having a plan in case of sudden emergencies.

The EPR activities in JCP will not be funded by the NORAD Frame and NCA own fund, but by DCA and CA, as well as other donors as we fund raise in 2015 and 2016.

8. Finance and funding

ODA funding for Zambia and for JCP is constantly changing. From 2011 to 2015, JCP has been able to leverage on funding from DCA, NCA and CA incl. the EU. Funding has been from about 15 sources, which included Government funds (NORAD, Norwegian Embassy, Danida, EuropeAid and DFID) and private donors such as FDF scouts, Mysoft, Danish TV collections, Coca Cola and Isdell:Flowers Foundation among others¹⁴: (figures in NOK)

2011	2012	2013	2014	2015 (budget)
24,973,266	23,394,598	26,435,448	29,797,267	26,786,169

Zambia's move to a lower income country (GDP per capita) and a significant economic growth on average 6% per year, has resulted in reduced Overseas Development Aid from embassies in Zambia and from international development agencies. The Danish Embassy closed in Dec. 2013, so has the Dutch Embassy. DFID/British High Commission and the Norwegian Embassy are scaling down, but it is still not clear to what level.

Combined with this trend, is the political and public pressure on ODA in UK, Norway and Denmark, where the elected governments are reducing funding for ODA and hereunder also JCP's MoU partners: CA, NCA and DCA. As a direct consequence JCP lost direct Norwegian Embassy funding in 2015, but JCP has then received more NORAD funding via NCA Oslo for 2016 to bridge some of that gap.

However, the European Delegation in Zambia, Germany, USAID, Sweden and Finland have recognized that the recent growth has not trickled down to the larger segments of poor and neglected people – in particular in the rural and remote areas. Several donors are shifting from traditional service delivery interventions towards placing emphasis on sustainable growth benefiting all citizens e.g. advocacy, decentralization and empowerment of state institutions like Central Statistics Office and Zambia Revenue Authority leading to more transparency on tax collection and distribution of the wealth to rural provinces and districts. Germany and USAID seem to scale up but also change their co-operation with Zambia to business development and private sector engagement. JCP is already in a good relationship with the European Delegation, and will follow up on relevant Call for Proposals. Donors such as DFID, the EU and USAID continue to prefer INGOs as long as they can demonstrate impact and added value in areas such as contract management, monitoring responsibilities, organizational development and capacity building and facilitation of networks of local Zambian NGOs.

Donors increasingly look for a various models of a consortium approach with a few strong partners that possess key competencies. They also tend to fund applications with increased co-financing, and they request strong visibility and communication as part of their grants.

At the moment the most interesting and relevant donor possibilities (besides NCA-DCA-CA) for JCP programmes can be summarized to the following:¹⁵

- Economic Empowerment: Europe Aid, DFID Zambia, Swedish Embassy, Finnish Embassy and USAID.
- Gender Justice: Europe Aid, Czech Diaconia ECCB and FORUT Norway.
- Resource Governance: Europe Aid, DFID Zambia, Swedish Embassy, Finnish Embassy and USAID.

¹⁴ Programme Evaluation Report, p. 5-6

¹⁵ See the funding annex for details.

- Emergency Preparedness and Response as cross cutting: Europe Aid, Finnish Embassy and USAID.

JCP is suggesting to have a fund raiser position from 2016, and one of the first tasks will be to develop a full fund raising strategy for 2016-2020 with a deeper analysis/segmentation of the donors (especially of the ones that the JCP office do not have experience with yet), donor profile, a critical analysis of the potential donors as well as an assessment of the potential partners that JCP would like to fund raise with. A main task for JCP in 2016 will also be engagement with a number of core partners to build their capacity in effective project proposal development, grants management and support to their own fund raising strategies – based on partner assessment and partners’ willingness to do it.

The proposed budget per programme is largely influenced by signed contracts with back donors such as EU¹⁶ and Czech Diaconia ECCB (secured for 2016 and 2017) and initial funding commitments from NCA, DCA & CA. The aim is to increase funding from the 2015 funding level of almost NOK 27 million to an annual figure of approximately NOK 35 million in 2020.

Year		2016 NOK	2017 NOK	2018 NOK	2019 NOK	2020 NOK	Total NOK
JCP admin. and office costs		5,430,437	5,500,000	5,700,000	5,800,000	5,900,000	28,330,437
Pro-grammes	Economic Empowerment	5,861,333	7,000,000	7,500,000	8,700,000	9,900,000	38,961,333
	Resource Governance	5,577,430	7,000,000	8,300,000	9,000,000	9,400,000	39,277,430
	Gender Justice	6,277,434	7,500,000	8,000,000	8,500,000	9,800,000	40,077,434
Grand Total		23,146,633 ¹⁷	27,000,000	29,500,000	32,000,000	35,000,000	146,646,634

JCP will together with EU and the Cooperation-Coordination-Committee¹⁸ (CCC) members develop a Visibility and Communication Strategy for 2016 and onwards. This is required by the EU and Czech Diaconia funded projects, but JCP wants the Visibility and Communication Strategy to cover all programmes. JCP will join trainings offered by the EU and JCP has in 2014/15 prepared for this by recruiting a Communications Officer, launched a new Facebook page and relaunched the JCP quarterly Newsletter, as well as updated the Zambia webpages in CA, NCA and DCA.

¹⁶ NOK 1,979,687 for the Gender Justice programme already secured from EU and the Czech Diaconia for 2017 and 2018.

¹⁷ CA has not yet committed funding to JCP in 2016.

¹⁸ The CCC is a joint committee consisting of two members from each of the funding agencies behind JCP i.e. NCA, DCA and CA. Czech Diaconia may join from 2016.

9. Monitoring and evaluation

JCP will apply NCA's Monitoring & Evaluation system – described in the global Routines & Guidelines – and it is expected that other back donors will agree to this in a new MoU. JCP has learnt from the past that the effectiveness of achieving our strategy, to a large extent depends on partners' capacity and ability to monitor, measure and evaluate the impact of the programme interventions for rights holders in the targeted communities. The main purposes of the JCP monitoring will therefore be two-fold i.e. to support partners PME capacity; and to have continued surveillance of the programme performance with a view to identify the change stories as well as challenges during implementation of projects. Joint monitoring will be preferable when possible. Monitoring findings will be used for learning between partners, programmes and JCP staff; consequently adjusting interventions in case it is needed.

The approved JCP results frameworks (see excel annex, sheets 4.1 to 4.4) shall be used by JCP and partners to jointly monitor the activities and outputs to ensure that they make significant contributions towards the desired change of the programme. In each programme pillar, results frameworks are under development with SMART gender based indicators for the outputs and outcomes. Full baseline data will be developed from September to December 2015.

The monitoring standard is two field visits per project per year and will be undertaken by the responsible JCP Programme Officers. Monitoring visits will be jointly planned and negotiated with partner at least one quarter before, and they assess project performance against approved proposals and budgets. At the end of each field trip, JCP staff will discuss the major achievements as well as challenges in the project with partner staff, field monitoring reports will be shared with the partners for project improvements.

Partners within each thematic programme will meet twice a year in partnership forums to discuss, learn and review the performance of the programme. During the process, each partner shares their experiences and this is expected to promote cross learning between the partners and is also a way of scaling up individual partners best practices. Partners may choose to hold a workshop on a specific topic at which other stake holders may participate.

Using NCA's narrative and financial reporting formats, partners will report bi-annually and annually on achievements and challenges based on the agreed proposals and budgets. Partners shall be trained in the first year on results based planning, monitoring and reporting and partners will be encouraged to link the narrative reports with the financial report so as to assess the extent of adherence to the plans and budgets. To better achieve this, JCP programme and finance staff shall jointly undertake the partner monitoring trips.

Each thematic area will host annual partner review meetings to assess the performance of the activities as agreed in the annual agreements. This shall be to assess and ensure adherence to the JCP guidelines and procedures about accountability. Part of this process shall involve internal and external audits to determine the extent to which the resources are prudently utilised. Senior management of JCP, will engage with partners' managers during the Annual Indaba and based on needs, problems or challenges that must be solved.

JCP Programme officers will communicate and coordinate with thematic advisors in Oslo (NCA), and with advisors from London and Nairobi (CA), and Copenhagen (DCA), to learn via the Community of Practice meetings and to link up with global trends and changes. The Advisors give guidance and provide quality assurance in the different thematic areas. Finance Officer and Communications Officer will also meet with colleagues from Europe H.Q.s for purposes of cross learning.

Reports to Oslo will be as follows:

- Quarterly Administration & Management Reports (4 per year).
- Half Year Narrative Report (1 in July) covering Jan.-Jun.
- Annual and Bi-Annual Audits of JCP (Feb. and Aug.)
- Annual Narrative Country Report (Mar.)
- Audited Annual Financial Statements from partners + checklist (May)

The reports will also be shared with JCP's Advisory Board in Zambia and with CCC-structure where NCA, DCA and CA each have to members.

In May-June 2018, a joint internal programme review will be conducted with members from NCA, DCA and CA and an external End of Strategy evaluation will be undertaken in 2019-20 to assess the overall impact of the Country Strategy.

10. Organisational prerequisites

a) Required competence areas

To achieve the vision of this Country Strategy, JCP will strengthen the technical competence on gender justice, economic empowerment and resource governance as well as on emergency preparedness and response – to help the core partners under each programme (in total four positions). Staff, working with partners, need capacity building in supporting partners organizational assessments and specific capacity building within the four thematic programmes e.g. budget tracking and monitoring, gender assessments & audits, HAP and SPHERE standards, business development and value chain. Support to partner's financial management systems; fund raising strategies and funding applications; proper Annual Financial Statements and Audits; procurement is also much needed.

The details of this competence upgrade will be coordinated together with the CCC to utilize the technical resources / advisors from Oslo, Copenhagen, London and Prague in the best possible way. The Communities of Practice (COP) have been and will be useful to gain the required specific competencies under each programme.

b) Human resources needed

JCP has the required competence on security management, logistics, procurement and maintenance (one position) and on communications and visibility (one position). With the large number of back donors, JCP has at the moment four positions in finance. Unless harmonization in donor reports and a more LEAN internal finance management routines becomes a reality in 2016, it will be difficult to reduce the number of finance staff. IT-support and security guards will continue to be outsourced. Drivers are in place (2 positions). JCP has service staff at the office (5 positions) and service/guard staff at the CR house (2 positions), but we will look into how their competencies can be better used in 2016 and onwards.

JCP will need a fund raising officer to pursue the funding opportunities more pro-actively and strategically – in cooperation with fund raisers in NCA, DCA and CA, JCP programme officers and relevant partners. Capacity support to JCP via an internship or volunteer programme is also being explored with DCA and Czech Diaconia ECCB.

In September and October 2015, JCP will revise its Terms & Conditions and job descriptions on order to meet the demands of implementing the new strategy. The role of Programme and Finance staff have to shift to a more partner engaging and supporting approach, where we work closely with and help core partners, and spend less time with paper work at our desks in the office. Learning practices from other NCA – DCA – CA representations through exchange visit will be looked into – especially on how they combined finance and programme support to partners.

In the evaluation partners have requested for more technical advice, support and accompaniment. JCP will also, as recommended, review the current levels of authority in each position (and look into delegation) to get faster and timely decisions. JCP will review division of tasks, roles and responsibilities between JCP units. By December 2015, the plan is that all staff have new/revised job descriptions, and we have a revised organogramme.

JCP will from October 1, 2015 have a revised governance structure ready. A new Advisory Board for JCP with 7 members¹ that have knowledge and experience within the prioritized programmes, legal expertise, and representatives from partners and JCP staff, will constitute this Advisory Board. The CCC-group is meeting in September to discuss the new MoU for the JCP Country Strategy 2016-2020.

c) Initiatives to ensure cost-effectiveness

After a participatory SWOT in February 2015 with the evaluation team, the report¹ has recommend a number of efficiency issues that JCP has started to implement:

- Phase out all operational projects where JCP is implementing (ongoing).
- Reduce the geographical coverage, number of programmes and number of partners (ongoing).
- Distribute funding for each programme more evenly to reduce dependence and vulnerability (ongoing).
- Higher turnover per project longer-term agreements (3 years) for core partners (will come when we know final budget).
- LEAN internal administrative, financial and programme procedures to simplify and streamlining, which means more time to work proactively with core partners on organizational development and technical support (some assessments completed¹ – but not implemented yet).
- Reduce/align/harmonize reporting for JCP back donors (to come in the next CCC meeting).
- Use 360 more effectively as our main filing system (ongoing).

In 2015 JCP has introduced quarterly planning meetings in order to increase mutual understanding and coordination of next quarter's tasks and deadlines. However, we still have some challenges in making more realistic plans but also sticking to them. One example is good planning will affect the cash flow in JCP and the amount of unused funding at partner level.

11. Risk management

CATEGORY	LIKELIHOOD	IMPACT	RISK LEVEL	MITIGATION
<p>STRATEGIC</p> <p>The campaign for as well as the Presidential election in Sept. 2016 is expected to create political turmoil because the By-Election in 2015 was a close race between the ruling party PF and the largest opposition party UPND. Power games at national, provincial and district levels may delay programme implementation, as it requires mutual cooperation with the elected duty bearers at both national level (advocacy campaigns) and local level (empowerment of target groups and implementation of activities). The new Constitution and the Right to Information Act will most likely be used by the parties and adoption delayed.</p> <p>Depending on who wins, the enforcement of the NGO Act from 2009 may be a 'hot issue' and may be used against NGOs that interfere in the power games, and may shrink the space further for civil society in Zambia.</p>	<p>HIGH</p> <p>MEDIUM</p>	<p>HIGH</p> <p>MODERATE</p>	<p>HIGH</p> <p>MODEATE</p>	<p>Close monitoring of security situation together with implementing partners. Mutual information on project delays.</p> <p>JCP has no outstanding issues with the Ministry at the moment. JCP will maintain close contact with partners that may be affected, and coordinate with Norwegian Embassy and Non State Actor group representing civil society.</p>
<p>FINANCIAL</p> <p>The huge debt, fluctuating Copper prices, dependency on foreign aid, inflation and the exchange rate volatility will pose risks e.g. on JCP budgets like in 2015 where the NOK is weak.</p> <p>Shifting donor priorities (see chapter 8) may impact on JCP's chosen thematic programmes.</p> <p>Core and resource partner's financial systems and finance management are weak, which is resulting in late submission of reports to Oslo and back donors.</p> <p>Partners do not use funds according to back donor requirements.</p> <p>Risks of fraud, mismanagement and lack of accountability. Loss of assets and property.</p>	<p>HIGH</p> <p>MEDIUM</p> <p>MEDIUM</p> <p>MEDIUM</p> <p>MEDIUM</p>	<p>SERIOUS</p> <p>MODERATE</p> <p>HIGH</p> <p>SERIOUS</p> <p>SERIOUS</p>	<p>HIGH</p> <p>MODERATE</p> <p>MODERATE</p> <p>MODERATE</p> <p>HIGH</p>	<p>Close monitoring of exchange rates and frequent budget revision.</p> <p>Maintain dialogue with NCA, DCA and CA on their negotiations with back donors. Adapt and fund raise.</p> <p>Closer finance monitoring and dialogue to ensure compliance with signed agreements JCP standards.</p> <p>JCP finance trainings.</p> <p>JCP will offer anti-corruption courses and HAP training In 2016.</p>
<p>OPERATIONAL</p> <p>Internal procedures are too slow and inefficient to meet JCP obligations towards partners and back donors in terms of approval, transfers and reporting. Having too many projects with too many partners as well as only one-year agreements is adding to the workload and slow deliv-</p>	<p>LOW</p>	<p>SERIOUS</p>	<p>MODERATE</p>	<p>Implement recommendations from JCP Joint Programme Evaluation and from NCA Cost Efficiency Assessment in 2015¹⁹.</p>

¹⁹ See chapter 10. The new MoU between NCA-DCA-CA will address these issues.

<p>ery.</p> <p>Lack of qualified staff (like in 2013) could have a serious impact on JCP's ability to deliver programme impact.</p> <p>Lack of quality narrative reports from partners.</p>	<p>MEDIUM</p> <p>HIGH</p>	<p>SERIOUS</p> <p>SERIOUS</p>	<p>MODERATE</p> <p>HIGH</p>	<p>Continue enforcement and use of the JCP Siavonga Values, development of a Staff Retention Strategy and constant management focus on team culture; team building and PDRs.</p> <p>Partner assessments / score cards will be conducted in 2015 to monitor their ability to meet their obligations / deliverables. JCP will continue trainings in outcome monitoring and reporting.</p>
<p>HAZARDS</p> <p>Power cuts (load shedding) and lack of water is a constant problem for partners and JCP. Energy supply and the grid in Zambia cannot meet increasing demands.</p> <p>Hazards for partners and target groups outside Lusaka are related to climate changes – either floods and/or droughts.</p>	<p>HIGH</p> <p>HIGH</p>	<p>SERIOUS</p> <p>SERIOUS</p>	<p>MODERATE</p> <p>HIGH</p>	<p>The Senior Management Team in JCP will review the “controllable” hazards during the QAMR reports to Oslo. JCP has a generator, but some partners cannot afford.</p> <p>Implement JCP's emergency preparedness and response programme.</p>

Annex 1: Map

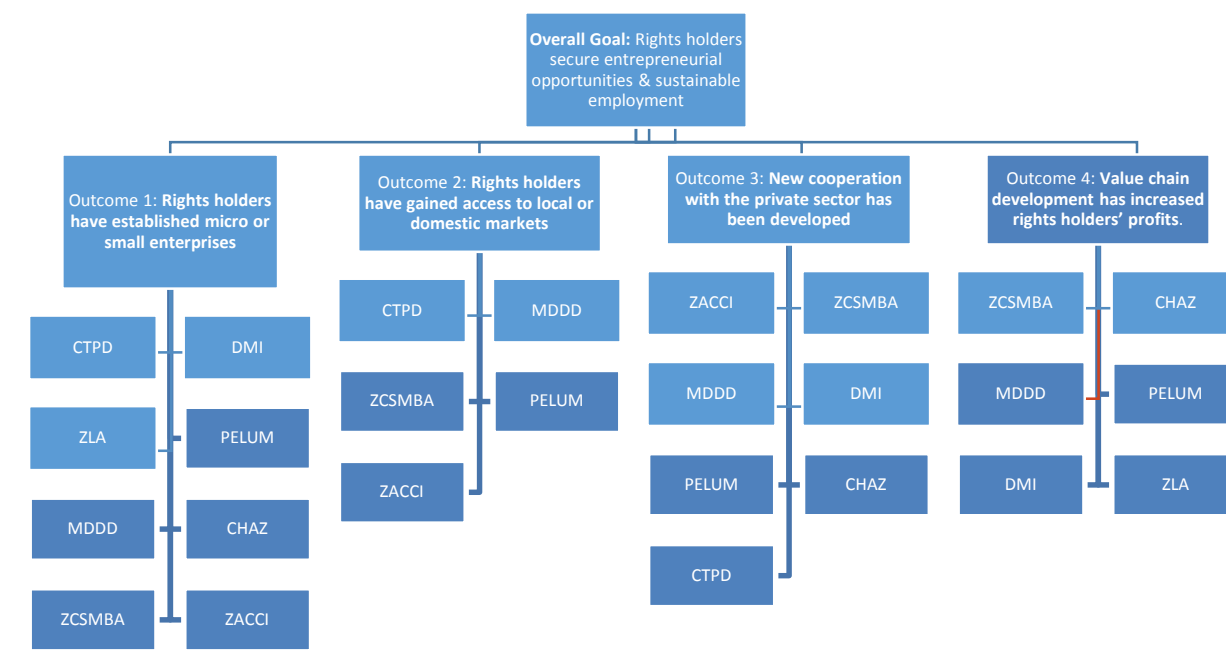


Annex 2: Partner information

ECONOMIC EMPOWERMENT				
Churches Health Association of Zambia (CHAZ)	Core Partner	Faith Based	National	
Zambia Land Alliance (ZLA)	Core Partner	Value-based	Southern, North-Western, Lusaka, Luapula, Eastern, Copperbelt Provinces	Gwembe, Monze, Solwezi, Chibombo, Kafue, Chongwe, Mansa, Nyimba, Petauke, Chipata, Chingola & Kitwe
Monze Diocese Development Department (MDDD)	Core Partner	Faith-based	Southern Province (except Livingstone and Kazungula)	Monze, Choma, Mazabuka, Kalomo, Sinazongwe & Siavonga districts
Participatory Ecological Land Use Management (PELUM)	Core Partner	Value-based	Southern, Central, Eastern, Muchinga, North Western & Northern Provinces	
Centre for Trade Policy & Dialogue (CTPD)	Resource Partner	Value Based	Southern, North Western, Central, Copperbelt provinces	Monze, Sinazongwe, Choma, Solwezi, Chibombo, Mufulira, Ndola districts
Zambia Chamber of Commerce & Industry (ZCCI)	Resource Partner	Value based		
The Society of Daughters of Mary Immaculate (DMI)	Core Partner	Faith based	Eastern & Lusaka Provinces	Chipata & Lusaka districts
Zambia Chamber of Small & Medium Business Associations	Resource Partner	Value based	National – 10 provinces	69 districts
GENDER JUSTICE				
Zambia Episcopal Conference (ZEC)	Core partner	Faith based	National	
Men's Network - Zambia Women's Lobby Group (ZWLG)	Core Partner	Value based	National	
Women and Law in Southern Africa (WLSA)	Resource Partner	Value based	National	
Churches Health Association of Zambia (CHAZ)	Core Partner	Faith based	National	
Zambia Interfaith Networking Group (ZINGO)	Resource Partner	Faith based	North-Western, Eastern, Southern, Lusaka & Copperbelt Provinces	Mwinilunga, Solwezi, Nyimba, Chipata, Mazabuka, Livingstone, Kafue, Chongwe, Kitwe & Ndola districts
Catholic Diocese of Ndola	Core Partner	Faith-based	Copperbelt Province	Masaiti, Mpongwe, Ndola, Kitwe, Luanshya, Kalulushi, Lufwanyama, Mufulira, Chingola & Chililabombwe districts
Council of Churches in Zambia	Core	Faith based	National	Kitwe, Mufulira, Chingola, Chililabombwe, Solwezi, Mansa, Siavonga, Sinazongwe,

				Kapiri Mposhi, Mkushi, kabwe, Mpika, Kasama, Mazabuka, Choma, Mbala & Lusaka districts
Forum for African Women Educationalists of Zambia (FAWEZA)	Resource Partner	Value based	National Coverage with Provincial Offices	
RESOURCE GOVERNANCE				
Jesuit Centre for Theological reference (JCTR)	Core Partner	Faith based	National	Kabwe, Monze, Choma, Livingstone, Mongu, Shangombo, Kasama, Mpika, Chinsali, Chipata, Mambwe, Solwezi, Mumfumbwe, Chavuma, Ndola, Kitwe, Luanshya, Masaiti and Mansa districts
Council of Churches in Zambia	Core Partner	Faith based	National	Kitwe, Mufulira, Chingola, Chililabombwe, Solwezi, Mansa, Siavonga, Sinazongwe, Kapiri Mposhi, Mkushi, kabwe, Mpika, Kasama, Mazabuka, Choma, Mbala & Lusaka districts
ZEC (CARI-TAS/Dioceses)	Core Partner	Faith based	National	
Catholic Diocese of Solwezi	Core Partner	Faith based	North Western province	Ikelenge, Kabompo, Kasempa, Mufumbwe, Mwinilunga & Sowezi districts
Southern African Centre for Constructive Resolution of Disputes (SACCORD)	Strategic Partner	Value based	National	Choma, Kalomo, Itezhi-tezhi, Chipata, Petauke, Mambwe, Kitwe, Ndola, Mpongwe, Luanshya, Chingola, Mansa Nakonde, Solwezi, Mwinilunga, Mufumbwe, Kabompo, Zambezi, Sesheke, Chibombo, Kabwe, Lusaka, Kasama, Mporokoso districts
Centre for Trade Policy & Dialogue (CTPD)	Resource Partner	Value Based	Copperbelt, North Western, Central & Southern provinces	Monze, Sinanzongwe, Choma, Solwezi, Chibombo, Mufulira, Ndola districts
Civil Society for Poverty Reduction (CSPR)	Resource Partner	Value based	Eastern, Luapula, Southern, Western, North Western provinces	Mansa, Nchelenge, Solwezi, Mufumbwe, Monze, Choma, Mongu, Senanga & Lusaka districts
EMERGENCY PREPAREDNESS AND RESPONSE (EPR) NETWORKS AND ALLIANCES				
Caritas Zambia	Strategic Alliances	Value based	National	
Catholic Diocese of Solwezi	Strategic Alliances	Value based	North- Western Province	Ikelenge, Kabompo, Kasempa, Mufumbwe, Mwinilunga & Sowezi districts
Council of Churches in Zambia	Strategic Alliances	Value based	National	Kitwe, Mufulira, Chingola, Chililabombwe, Solwezi, Mansa, Siavonga, Sinazongwe, Kapiri Mposhi, Mkushi, kabwe, Mpika, Kasama, Mazabuka, Choma, Mbala & Lusaka districts
Monze Diocese Development Department (MDDD)	Strategic Alliances	Value based	Southern Province (except Livingstone & Kazungula)	Monze, Choma, Mazabuka, Kalomo, Sinazongwe & Siavonga districts
Participatory Ecological Land Use Management (PELUM)	Strategic Alliances	Value based	Southern, Central, Eastern, Muchinga, North-Western & Northern provinces	

Economic Empowerment - Rationale for selection



Economic Empowerment	Criteria for Selection
CTPD	<ul style="list-style-type: none"> - A JCP partner since 2011. - Experienced in agriculture marketing research policy advocacy. - Has experience & competence in Economic Empowerment outputs in policy analysis & advocacy on trade especially marketing challenges affecting micro, small & medium enterprises. - Very competent in policy engagement with duty bearers especially Parliamentary Representatives, Government ministries, multilateral donors at national & international levels. - Will effectively contribute to outcomes 1, 2 & 3.
ZCSMBA	<ul style="list-style-type: none"> - Only private sector organization representing the interests of MSMEs across the whole country through its network of Business Associations in 69 of the 72 districts of Zambia. Protection & promotion of trade, business, trade & services, influencing policy decisions, collecting & - Registered training provider since 2004. - Has been a training provider Grade A, under the TEVETA grading system. - One of Zambia's most successful Business Membership Organizations (BMO). - Has played an important role in creating a more enabling environment for MSMEs through lobbying & advocacy. - Provides & facilitates Business Development Services (BDS) to MSMEs. - Has grown & is well known & respected for its role in MSME development amongst MSME business associations & public, private & CSOs in Zambia. - Experience & positioning relevant to the EE interventions related to entrepreneurship development, vocational training & policy advocacy. - Contributes to outcomes 1, 2, 3 & 4
ZACCI	<ul style="list-style-type: none"> - The leading private sector organization in Zambia. - Through its membership represents several thousands of businesses in Zambia. - Represents a huge network of companies of all sizes & sectors. - Offers a range of services to its members & represents private sector interests towards the government for the benefit of private sector. - Experience & competence relevant to the EE outputs related to private sector engagement. - Contributes to outcomes 1, 2, & 3
CHAZ	<ul style="list-style-type: none"> - A partner since 2011. - Widely experienced in establishing & managing savings & loan groups in rural areas where CHAZ members are based.

	<ul style="list-style-type: none"> - Widely experienced in working with PLWAs in the establishment & running of IGAs related to agriculture. Experience relevant in EE in relation to interventions related to entrepreneurship training, microfinance & value addition. - Contributes to outcomes 1, 2, 3 & 4
MDDD	<ul style="list-style-type: none"> - A partner since 2011. - Has vast experience in working with marginalised rural communities in agriculture. - Has special competence in mobilisation, awareness raising, & gender mainstreaming using its trademark approach of <i>Family as a Development Unit</i> & running vocational centres. - Competence relevant in implementation of outputs related to vocational & entrepreneurship training in EE. - Will contribute to enabling targeted RHs set up micro & small enterprises & add value to their products. - The organisation is experienced in facilitating access to infrastructure in rural communities especially grain/seed storage banks & water facilities. - Experience relevant in interventions related to emergence preparedness & response. - Contributes to outcomes 1, 2, 3 & 4
PELUM	<ul style="list-style-type: none"> - A regional network with vast experience in advocacy on small scale farmer related issues. - Present in 12 Eastern & Southern African Countries. - Highly experienced in mobilizing & working with CSOs involved in building capacity of small scale farmers in sustainable agriculture & policy advocacy on Ecological Land Use Management. - Experience & competence relevant for EE outputs related to value addition & marketing among small scale farmers. - Contributes to outcomes 1, 2, 3 & 4
DMI	<ul style="list-style-type: none"> - Committed to love & serve the poor & the marginalized. - Enables the women & children to get their legitimate share in education, health, livelihood & security to free them from human bondages. - Experienced in working with empowering rural women through entrepreneurship training & facilitating access to credit. - Experience relevant to the EE interventions related to entrepreneurship training, microfinance & value addition. - Contributes to outcomes 1, 3 & 4
ZLA	<ul style="list-style-type: none"> - CSO dealing with Land Policy advocacy at the national level. - Widely experienced in mobilisation & awareness raising on l& rights at the community level. - Has a presence in seven districts in Zambia - Has established district Land Alliances used as a conduit for sensitisation at community level. - Very experienced in facilitating access to justice of victims of land rights violations & documentation of Customary Land Rights. - A partner since 2011. - Will add value to the outputs in the EE related to strengthening tenure of security of targeted RHs in relation to increasing access to productive resources. - Contributes to outcomes 1 & 4

Economic Empowerment - Partner profile information

	Monze Diocese Development Department (MDDD)	Participatory Ecological Land Use Management (PELUM) Association	Center for Trade Policy and Development (CTPD)	Zambia Chamber of Commerce and Industry (ZACCI)	The society of daughters of Mary Immaculate and Collaborates (DMI) Sisters	Zambia Chamber of Small and Medium Business Associations (ZCSMBA)	Zambia Land Alliance (ZLA)	Churches Health Association of Zambia (CHAZ)
Name: Type (FBO, resource, etc.)	FBO	CSO (Value)	CSO (Value)	Private Sector (Value)	FBO	Private Sector (Value)	CSO (Value)	FBO
Year of establishment:	1965	1995	1999		Development department was established in 2004 in Zambia even though Congregation came to Zambia in 2003	2000	1997	1970

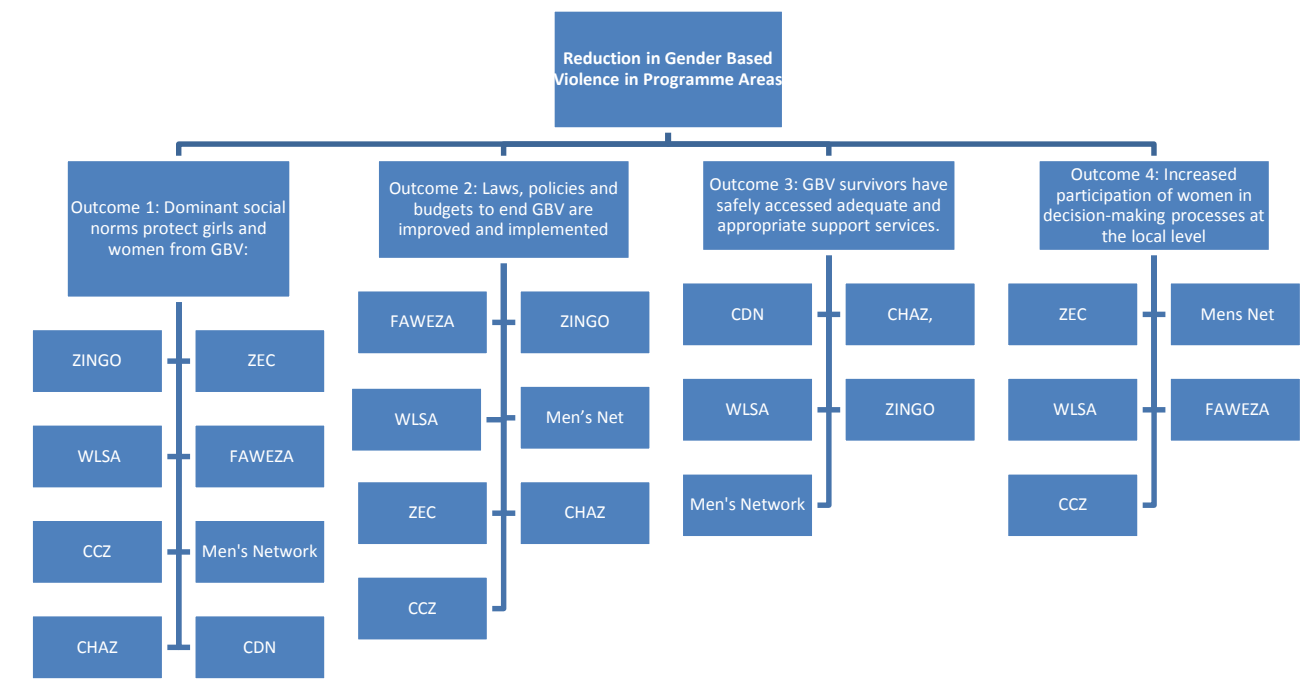
Legal status:	Registered as non profit FBO	Registration number ORS/102/35/3 038 under Societies Act	Registered under the Companies Act as a company limited by guarantee		Non profitable CSO registered under the Societies Act	Registered under Societies Act Chapter 119	Registered under the Societies Act (ORS/102/35/31 77)	Registered NGO under the Societies Act
Number of employees:	28 (13 female and 15 male)	12	10	9 (5 female and 4 Male)	15	14	36	167
Number of members:	N/A	258 in the Eastern and Southern African region (36 in Zambia)	16	81 (48 Corporate, 16 Chamber affiliates, 11 Association, 6 Academia)	N/A	93 business associations representing 250 Micro, Small, Medium Enterprises (MSMEs)	78 (9 national and 69 district)	152
Management structure:	Consists of the Promoter for Development and the Administrator	The regional secretariat based in Lusaka is presided over by the Secretary General who is assisted by the heads of units (Agriculture and Rural Development, Campaign, advocacy and Lobby, Finance and administration, information and communication and Gender and HIV)	3 Senior Managers (executive director, programmes manager and finance and administration officer)	The Secretariat is headed by the Chief Executive Officer who reports to the elected executive committee	The development programme is headed by the programme coordinator who is assisted by an advisory committee	The Chief Executive director runs the secretariat with support from the Board of Directors	The executive director (ED) heads the national secretariat and the management team consisting of the Finance and Administration Manager, Programme Manager and Networking, Monitoring and Evaluation Officer. The ED reports to the board.	Headed by executive director with 6 heads of departments (pharmaceutical and Logistics, health programmes, Finance, Human Resource and Administration, AIDS Relief Projects, Grants, Compliance and Procurement and Internal Audit)
Financial foundation:	Donor funded	Donor funded but also supported by membership fees	Donor funded but also raises income through membership fees		Donor and own funding	Donor funded and membership fees	Donor funded	Grants, Membership fees, and own income generating activities (real estate etc.)
Membership in networks (including ACT Alliance):	Caritas Zambia, PELUM Association	Zambia Alliance for Agro ecology and Biodiversity Conservation, Alliance for Food Sovereignty in Africa	Tax Justice Network Africa (TJNA), Our World is not for Sale (OWINFS), International Alliance on Natural Resources in Africa (IANRA)		Zambia Episcopal Conference (ZEC)	Common Market for Eastern and Southern Africa (COMESA) Business Council, Private Sector Alliance, Zambia Business Forum,	Civil Society for Poverty Reduction (CSPR), Civic Forum on Housing and Habitat (CFHH) and International Land Coalition (ILC)	Africa Christian Health Association Platform (ACHAP), Ecumenical Pharmaceutical Network (EPN)

Cooperation with local government:	Participates in the District Development Coordinating Committee (DDCC)				Collaborates with Ministry of Community Development, Ministry of Agriculture, Ministry of Health and Human Rights Commission	Collaborates with the Ministry of Commerce, Trade and Industry, Ministry of Finance, Ministry of Science, education and vocational training, Ministry of Gender, Ministry of Labour and Social Security Services, Ministry of Community Development.	Collaborates with the Ministry of Lands Natural Resources and Environmental Protection, Ministry of Agriculture and Livestock, Ministry of Local Government and Housing, Ministry of Gender and Child Development, Ministry of Chiefs and Traditional Affairs, Office of the Vice President (Department of Resettlement). There is also close interaction with the District Councils, House of Chiefs and traditional leaders.	CHAZ has Mou with the Ministry of Health in which Government commits grants covering 75% of operational costs for Church Health Institutions (CHIs) as well as paying salaries for professional and non-professional health workers and providing essential medicines. CHAZ collaborates with the Ministry of Community Development Mother and Child Health and complements the Government owned Medical Stores Limited in the storage and distribution of essential medicines with its Pharmaceutical warehouse.
Other donors:	Misereor and CAFOD	Bread for the World, Christian Aid UK, UNEP, Global Green Grants Fund	Zambia Governance Fund (ZGF), Natural Resources Governance Institute (NRGI), Oxfam, Action Aid Zambia, Department For International Development (DFID)		US Embassy, ZEC	Finnish Embassy, Save the Children, Zambia Governance Foundation	European Union (EU), We Effect, Both Ends, Open Democracy Advice Centre (ODAC), Open Society Initiative of Southern Africa (OSISA), Institute for Poverty, Land and Agrarian Studies (PLAAS) and Oxfam	Global Fund to fight AIDS, TB and Malaria, PEPFAR/CDC, GAVI, Beit Trust, Fredskorpset, Save the Children
Geographic area:	All districts in Southern Province except Kazungula and Livingstone	Southern, Central, Eastern, Muchinga, North Western and Northern Provinces	Monze, Sinanzongwe, Choma, Solwezi, Chibombo, Mufulira, Ndola districts		Chipata and Lusaka districts	69 districts across the country's 10 provinces	Southern (Gwembe & Monze districts), North-western (Solwezi district), Lusaka (Lusaka, Chibombo, Kafue, Chongwe districts), Luapula (Mansa district), Eastern (Nyimba, Petauke and Chipata districts) and Copperbelt (Chingola, Kitwe districts) Provinces	All 10 Provinces in Zambia
Thematic/Global programme area (technical expertise):	Economic Empowerment	Economic Empowerment & Resource Governance	Economic Empowerment & Resource Governance	Economic Empowerment	Economic Empowerment, Gender Based Violence	Economic Empowerment, Gender Based Violence	Economic Empowerment, Gender Based Violence, Natural Resources Governance	Economic Empowerment, Gender Based Violence, Natural Resources Governance

<p>Rationale for NCA's partnership with this organisation:</p>	<p>MDDD has been a JCP partner since 2011. The organisation has vast experience in working with marginalised rural communities involved in agriculture. It has special competence in mobilisation, awareness raising, and gender mainstreaming using its trademark approach of family as a development unit as well as running vocational centres. This competence is relevant in implementation of outputs related to vocational and entrepreneurship training in the Economic Empowerment programme. Further, the partner will contribute to enabling targeted rights holders set up micro and small enterprises and add value to their products. The organisation is also experienced in facilitating access to infrastructure in rural communities especially grain/seed storage banks and water facilities. This experience will be relevant in interventions related to emergence preparedness and response.</p>	<p>PELUM Association is a regional network with vast experience in advocacy on small scale farmer related issues. It is present in 12 Eastern and Southern African Countries. The organisation is highly experienced in mobilising and working with civil society organisations involved in building capacity of small scale farmers in sustainable agriculture as well as policy advocacy on issues related to ecological land use management. This experience and competence is relevant for the Economic Empowerment programme particularly in relation to outputs related to value addition and marketing among small scale farmers.</p>	<p>CTPD has been a JCP partner since 2011. The partner is experienced in agriculture marketing research and policy advocacy. This experience and competence will be relevant in the Economic Empowerment programme outputs related to policy analysis and advocacy on trade and especially marketing challenges affecting micro, small and medium enterprises. CTPD is also very competent in policy engagement with duty bearers especially Parliamentary representatives, Government ministries and multilateral donors at national and international levels.</p>	<p>The Zambia Chamber of Commerce and Industry is the leading private sector organisation in Zambia. Through its membership it represents several thousands of businesses in the country and represents a huge network of companies of all sizes and sectors. ZACCI offers a range of services to its members and represents private sector interests towards the government for the benefit of Zambia's private sector in a whole. This experience and competence will be relevant to the Economic Empowerment programme in terms of outputs related to private sector engagement. ZACCI will provide the platform for the programme to facilitate more collaboration between CSOs and the private sector.</p>	<p>The DMI Sisters are committed to love and serve the poor and the marginalized, especially to enable the women and children to get their legitimate share in education, health, livelihood and security so as to free them from human bondages. They are experienced in working with empowering rural women through entrepreneurship training and facilitating access to credit. This experience will be relevant to the Economic Empowerment programme interventions related to entrepreneurship training, microfinance and value addition.</p>	<p>It is the only private sector organization which represents the interests of MSMEs across the whole country through its network of Business Associations in 69 of the 72 districts of Zambia. The Chamber is organized for the protection and promotion of trade, business, trade and services, influencing policy decisions, collecting and disseminating relevant information and fostering relationships between Government, Business and Society. It is also a registered training provider since 2004. For the past three years, ZCSMBA has been a training provider Grade A, under the TEVETA grading system. ZCSMBA is now one of Zambia's most successful Business Membership Organizations (BMO). For over ten years, it has played an important role in creating a more enabling environment for Micro, Small and Medium Enterprises (MSMEs) through lobbying and advocacy efforts and through providing and facilitating Business Development Services (BDS) to MSMEs. Over the last five years, ZCSMBA has grown and is well known and respected for its role in MSME development amongst MSME business associations and public, private and civil society sectors in Zambia. This experience and positioning of the organisation will be relevant to the Economic Empowerment interventions related to entrepreneurship development, vocational training and policy advocacy.</p>	<p>ZLA is the only CSO network dealing with land policy advocacy at the national level. The organisation is also widely experienced in mobilisation and awareness raising on land rights at the community level. It has a presence in seven districts in Zambia and has established district land Alliances which are used as a conduit for sensitisation at community level. ZLA is now also very experienced in facilitating access to justice of victims of land rights violations as well as documentation of customary land rights. It has been a JCP partner since 2011. The partner will add value to the outputs in the Economic Empowerment programme related to strengthening tenure security of targeted rights holders especially in relation to increasing access to productive resources.</p>	<p>CHAZ has been a JCP partner since 2011. The partner is widely experienced in establishing and managing savings and loan groups in rural areas where its member Churches Health Institutions are based. CHAZ is also widely experienced in working with People Living with HIV and AIDS in the establishment and running of income generating activities related to agriculture such as organic gardening. This experience will be relevant in the Economic Empowerment programme in relation to interventions related to entrepreneurship training, microfinance and value addition.</p>
<p>Year of when partnership with NCA was established:</p>	<p>2011 with JCP and since 2007 with DCA</p>	<p>2011 with JCP and since 2006 with DCA</p>	<p>2011 with JCP and longer with CA</p>	<p>New Partner</p>	<p>New partnership through indirect support was provided by JCP in last strategic plan through sub-granting by ZEC</p>	<p>New Partner with no previous partnership experience with JCP</p>	<p>2011 with JCP and since 2004 with DCA</p>	<p>Since 2011 with JCP and since 1990s with DCA</p>

<p>Division of labour between NCA and partner (added value each brings):</p>	<p>JCP will provide technical support in project management while MDDD has a constituency in Southern province with vast experience in rural development programming.</p>		<p>JCP will provide technical support to CTPD in project conceptualisation and management; CTPD has a constituency and experience in lobby and advocacy on trade at policy and community levels.</p>	<p>ZAC CI has a constituency made of the private sector. This will add value to the programme particularly in relation to private sector engagement in FBO and CSO development actions. JCP will facilitate linkages between ZACCI and the rights holders particularly those in the rural hard to reach places through its FBO and CSO partners. This will add value to ZACCI's organisational objectives.</p>	<p>DMI sisters has a constituency in Chapatti district where it has been working on women empowerment through self-help groups and micro-credit since 2008. It is also experienced in working with the private sector e.g. banks and telecommunications companies in support of innovative products for rights holders. So the partner will focus on designing and implementing women empowerment initiatives while JCP will provide technical and financial support.</p>	<p>ZCSMBA has a constituency of MSMEs that are the primary target group for the programme. It has expertise in private sector programming. JCP will provide technical and financial support in the implementation of joint initiatives and programmes.</p>	<p>ZLA has a constituency represented at the national and district levels. It is the only organisation that is dedicated to advocacy, research and awareness raising on land rights. JCP will provide technical support in project management and provide financial resources to facilitate project implementation at national and community levels.</p>	<p>CHAZ has the infrastructure and capacity to implement and coordinate programmes using its wide-spread and community grounded facility base. CHAZ's 152 members spread throughout the 10 provinces of Zambia have a long track record of successfully working with communities to meet development challenges in the area of health and health determinants. CHAZ also uses its strategic position as the second largest healthcare provider to advocate for policy changes which result in improved health outcomes. NCA has the capacity to mobilize resources and build technical capacity to deliver development interventions. These two points show how the two organizations have strengths that complement each other.</p>
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Gender Justice - Rationale for selection



Gender Justice	Criteria for Selection
ZEC	<ul style="list-style-type: none"> - Church Mother body (National) with decentralized Diocesan structures (11) of which 5 are part of the Gender Justice Programme. - Signatory to Theological Declaration & has manuals on Gender Justice - Secretary General elected as partner representative in the JCP Advisory Board. - Committed funding for 3 years from Czech Diaconia - Experienced in women's empowerment, Transformative Masculinity & leadership - Will effectively contribute to outcomes 1,3 &4.
FAWEZA	<ul style="list-style-type: none"> - Addressing GBV among adolescent and the youth – early marriages, defilement, teenage pregnancies (sexual & Reproductive rights) (outcome 1). - Nationwide Gender Network with provincial structures working with schools on adolescent reproductive & rights of the girl child. - Advocate for removal of obstacles to girls & women's participation in decision making through education reforms - Will effectively contribute to outcomes 1, 2 &4.
WLSA Zambia	<ul style="list-style-type: none"> - Core, Resource & value addition partner - A member of SADC Network – Women in Law in Southern Africa – Research and Education Trust. - WLSA is a Civil Society Organization working to reform laws and policies for the creation of an enabling environment for the advancement of Women's Rights. - Through Action Research – WLSA undertakes evidence based public policy advocacy on Gender Justice. - Better placed to contribute to outcomes 1, 2, 3 & 4
ZNWL – Men's Network	<ul style="list-style-type: none"> - Hosted by Zambia National Women's Lobby. - Men's Network comprises male gender activists using transformative masculinity as a tool to prevent and combat GBV. - Mobilises men as role models to support gender in leadership and promote gender equality. - Better placed to contribute to outcomes 1, 2, 3 &4.
ZINGO	<ul style="list-style-type: none"> - Has an inter faith perspective. - Fights GBV from an interfaith, reproductive & HIV/AIDS perspective. - Knowledge on REFLECT methodology for community mobilization and transformation. - A Resource for the 7 faith actors and is a network addressing Alcohol Abuse as a cause of GBV. - Addressing wrongful conceptualization of masculinity. - Better placed to contribute to outcomes 1, 2 & 3
CCZ	<ul style="list-style-type: none"> - Umbrella Mother Church Body - Membership is nationwide. - Well positioned to engage Duty Bearers Has the competence to interrogate Legal and Policy frameworks to respond to issues affecting Rights Holders. - Provides voice in various thematic areas affecting their members - Recognized nationally, regionally and internationally - Sits on SADC Gender Civil Society Forum, - General Sectary sits on NCA(HO) Partners Forum - Members of FOCCISA
CHAZ	<ul style="list-style-type: none"> - Faith-based Organisation - Provision of medical services - Structures are nationwide - Oversees provision of health services provided by FBOs - CHAZ is also widely experienced in working with People Living with HIV and AIDS - Well placed to address GBV from a reproductive rights perspective - Fits well in outcomes 1, 2 & 3
CDN	<ul style="list-style-type: none"> - Faith-based organization - Provision of medical services - Well placed to address GBV from a reproductive rights perspective - Fits well in outcomes in 1 & 3

Gender Justice Programme - Partner profile information

	ZEC	ZNWL – MEN’S NET-WORK	WLSA	FAWEZA	CCZ	CHAZ	CDN	ZINGO
Name: Type (FBO, resource, etc.)	FBO (Core)	Resource (CSO)	Resource (CSO)	Resource (CSO)	FBO (Core)	FBO (Core)	FBO (Core)	FBO (Core)
Year of establishment:	1999/2000	1991	1989	1996	1914	1970		2001
Legal status:	The legal status of Caritas Zambia is thus held within the legal status of the Zambia Episcopal Conference.	Registered under Societies Act	Registered under Registrar of Societies in process of registering under NGO Act.	FAWEZA was established on 8th March 1996 and registered under the Societies Act of Zambia as a membership non-governmental organization (NGO)	Registered with the Registrar of Societies	Registered under Societies Act		Registered as a Society
Number of employees:	22	15	Volunteers 6 Female 3 Male = Total 9 Male 12 and Female 17 = Total 29	25	29	167		17 at HQ with a fluctuation in the number of field officers
Number of members:	11 Dioceses	7000	Non-membership organisation	1,500	Member Churches- 24 affiliates-18	152		07
Management structure:	Executive Director, Programme officers and Finance & Administration staff. Caritas Zambia has a Bishop Episcopal President directly representing ZEC in the affairs of the Commissions for Justice and Peace and Development.	The Executive Director is the overall Head of the Secretariat, whose responsibility is to execute and implement the aims and objectives of the programmes of the ZNWL. The total number of staff presently stands at 15 and there are two key departments, the Programmes headed by the Head of Programmes and Finance and Administration headed by the Head of Finance and Administration. Apart from other technical staff, the ZNWL has a full time Coordinator for the Men and Boys Network. The General Assembly is the supreme organ of the ZNWL. It comprises of members of the National Board and the general membership representation. The ZNWL has a National Board that comprises 15 members who include the Chairperson, Vice Chairperson, Publicity	Board and Senior Management Team	At the helm of FAWEZA is the General Assembly which meets every four (4) years to choose a five member Board namely the National Executive Committee which supervises the National Secretariat. The management structure of FAWEZA at the National Secretariat is attached as appendix i.	General Conference supreme board, Executive Board committee -Secretariat: Administration/Finance and Programmes (General Secretary, Head of Programmes, Finance and Admin, Programme Officers and Support Staff.)	Headed by executive director with 6 heads of departments (pharmaceutical and Logistics, health programmes, Finance, Human Resource and Administration, AIDS Relief Projects, Grants, Compliance and Procurement and Internal Audit)		Secretariat headed by Executive Director assisted by 4 senior Managers and Project staff including support staff. Answerable to the Board which in turn answers to the General Conference

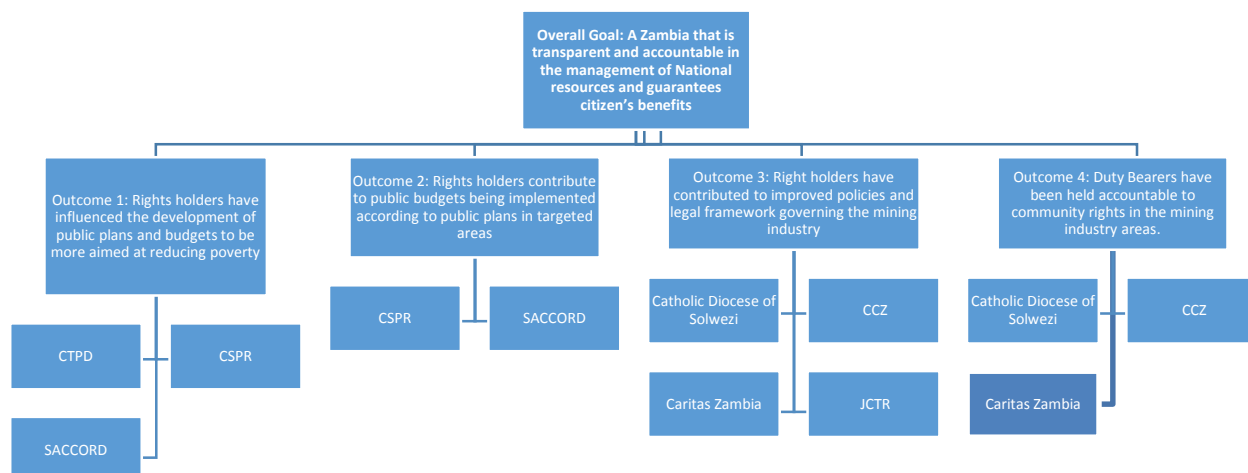
		Secretary, Treasurer and 10 Provincial Board members. The National Board is mandated to strengthen the operations of the Secretariat and ensure that it implements the programmes of the General Assembly. The Board also translates the overall vision of the organisation, in addition to providing policy guidance to the ZNWL Secretariat.						
Financial foundation:	Donor funded	95% of the ZNWL's funding is obtained from donors, while 5% is sourced from ZNWL's own income generation. ZNWL's annual total income is currently at 1 million US Dollars	Funding comes from NCA through the JCP	FAWEZA has a Finance and Administration department responsible for the development and implementation of efficient and effective financial management systems, policies and procedures to provide for accountability and successful operations of the organisation. The finance department is charged with the responsibility of the budgeting process of FAWEZA in order to ensure proper utilisation of financial resources. FAWEZA's National Executive Committee (Board) provides Financial Management oversights through the Board Treasurer and the Finance and Audit Technical Committee. Further, FAWEZA Board and the Joint Steering Committee (Committee of funding partners) provide oversights during quarterly meetings. FAWEZA National secretariat will manage the pool fund that will be received from Porticus. The Money will be disbursed to participating school for direct programme implementation such as outreach activities and community participatory score card processes.	Subscriptions fees from members, Business ventures and donor funds	Grants, Membership fees, and own income generating activities (real estate etc.)		Heavily dependent on donor funding

Membership in networks (including ACT Alliance):		Member of more than 5 local and international networks (Global Men Engage, Partner of the I care Men's Network, NGOCC, Zambia Electoral Alliance, Member of Tripple V Voter Education, white ribbon, etc)	Member of NGOCC & CSPR	FAWEZA is a member of a variety of networks and Partnerships among them are: FAWE RS; PCC; NGOCC; ZANEC; CSPR etc.	Evangelical Fellowship in Zambia (EFZ), Zambia Episcopal Conference(ZEC), World Council of Churches, Foccisa, All Africa Conference of Churches (AACC) etc	Africa Christian Health Association Platform (ACHAP), Ecumenical Pharmaceutical Network (EPN)		National Child Rights Forum, Civil Society Forum
Cooperation with local government:		The ZNWL has been working closely with the Ministry of Local Government, in particular with female local government councillors. The ZNWL has been building the capacities of the female councillors, creating a platform for them to engage with the electorate and promoting networking opportunities for the female councillors	Participates in National Summit of Genderlinks which draws participation from different councils	Through a Memorandum of Understanding signed with the Ministry of Education on 15 th April, 2004. This MoU gives mandate to FAWEZA to work in public schools, colleges/universities etc.	Ministry of Education, Ministry of Agriculture Ministry of mines etc.	CHAZ has Mou with the Ministry of Health in which Government commits grants covering 75% of operational costs for Church Health Institutions (CHIs) as well as paying salaries for professional and non-professional health workers and providing essential medicines. CHAZ collaborates with the Ministry of Community Development Mother and Child Health and complements the Government owned Medical Stores Limited in the storage and distribution of essential medicines with its Pharmaceutical warehouse.		Relevant ministries, NAC, DATF, DCOs
Other donors:	CAFOD, Caritas Norway, Diakonia,, USAID,	NGOCC Basket Fund, Fredrich Ebert Stiftung, Demo Finland, Woman Kind Worldwide of the United Kingdom, National Council for Scientific Research, Oxfam Great Britain, SIDA/Sonke, Gender Justice in South Africa, OSISA, HIVOS of Netherlands, National Democratic Institute of USA, Porticus of Switzerland and Free Press Unlimited of Netherlands	UNDP, USAID, just completed UN WOMEN GRANT, yet to sign EU GRANT	USAID through EDC/Time To Learn-er World Vision UNICEF UNDP through International Labour Organisation Plan International Zambia Governance Foundation Global Fund through CHAZ	Nordic Foccisa, United Church of Canada, Global Netherland ICCO, Global ministries USA, United National Development Program(UNDP),Economic Justice Network, SAID, Church of Sweden.	Global Fund to fight AIDS, TB and Malaria, PEPFAR/CDC, GAVI, Beit Trust, Fredskorpset, Save the Children		USAID, SCI,
Geographic area:	The Church's geographical spread gives Caritas Zambia programmes a national coverage.	Secretariat is in Lusaka whilst membership is in 85 districts in Zambia	National Office in Lusaka. Operates in 20 districts; Mumbwa, Kalomo, Mongu, Monze, Nakonde, Kapiri Mposhi, Chingola, Katete, Nyimba, Mpika, Chongwe, Kafue, Chipata, Monze, Kabwe, Lusaka. With EU funding WLSA will operate in Petauke,	Eastern Southern Northwestern Central Lusaka Copperbelt	National	All 10 Provinces in Zambia	All 10 Provinces in Zambia	Where ever there is a mother body although we have established presence in the Copperbelt, Eastern, Lusaka and Southern provinces

			Mwandi and Sesheke.					
Thematic/Global programme area (technical expertise):	Economic Empowerment & Resource Governance	Capacity building of women and girls in leadership, women in politics, Men and Boys engagement on gender, Election monitoring and observation, research and lobbying and advocacy	Legal expertise and legislative drafting, social and community workers, gender experts and accountants. Main programmatic areas are Access to Justice through capacity building of service providers, and provision of free legal aid services. Women in Governance and Decision Making, Stamping out GBV through legislative and policy reform. WLSA is an opinion leader in the area or legislative and policy reform because this is WLSA's core mandate is to ensure the law works for women.	FAWEZA has been implementing her interventions through a number of interventions which include but not limited to the following: advocacy for gender responsive policies, scholarships for girls and boys, engaging men and boys as agents for change against GBV affecting girls participation in education, providing safe and secure lodging for girls, conducting domestic accountability processes aimed at strengthening school governance processes, mentoring in life skills, and Adolescent Sexual Reproductive Health Rights among others.	Resource Governance & Gender Justice	Economic Empowerment, Gender Based Violence, Natural Resources Governance		Main: Gender Justice Technical Expertise: Reproductive Health
Rationale for NCA's partnership with this organisation:		The ZNWL has a vibrant and active membership of the Men and Boys Network who are actively engaging their fellow men on gender. The men and boys have a passion for gender equality and have long years of experience in this area of work. The ZNWL has also established male champions who are key advocates of gender in their communities	WLSA operates in the realm of advocacy for legal and social policy. WLSA also has lawyers who provide free legal aid including court representation and preparation or GBV survivors and witnesses for trial. WLSA is one of the women's organisations that works to ensure women and children access justice and that more legislation that favours women and children is enacted. WLSA is head of the Civil Society Network on ending child marriage in Zambia.		As CCZ vision is to have a transformative impact on church and Society with regards to Christian unity and human dignity, NCAs role has been recognized as very important in its support of such programs: Natural resource management, promoting accountable Governance, climate change and Gender related issues such as gender based violence as a way of promoting Christian unity and human dignity in the Zambian society.	CHAZ has been a JCP partner since 2011. The partner is widely experienced in establishing and managing savings and loan groups in rural areas where its member Churches Health Institutions are based. CHAZ is also widely experienced in working with People Living with HIV and AIDS in the establishment and running of income generating activities related to agriculture such as organic gardening. This experience will be relevant in the Economic Empowerment programme in relation to interventions related to entrepreneurship training, microfinance and value addition.		

Year of when partnership with NCA was established:	2011 with JCP but longer with NCA	2013	2009		2011 with JCP but longer with NCA & DCA	Since 2011 with JCP and since 1990s with DCA		2006
Division of labour between NCA and partner (added value each brings):	JCP will provide technical support to CZ in project conceptualization and management; CZ has a constituency and experience in lobby and advocacy on transparency and accountability and overall governance issues	The ZNWL bring to the project long years of experience and numbers of members men and boys working in the area of gender	NCA provides a lot of technical support and advice and this enhances quality of programmes.	FAWEZA's overall vision through its interventions sits very well in all in as far as achieving women and girl empowerment through education. With vast experience implementing interventions which include but not limited to, advocacy for gender responsive policies, scholarships for girls and boys, engaging men and boys as agents for change against GBV affecting girls participation in education, providing safe and secure lodging for girls, conducting domestic accountability processes aimed at strengthening school governance processes, mentoring in life skills, and Adolescent Sexual Reproductive Health Rights among others, FAWEZA see itself adding another dimension to the greater effort by like-minded organizations through this partnership.	JCP will provide technical support to CCZ in project conceptualisation, implementation and management; CCZ has a national wide constituency and experience in advocacy on social economic issues. CCZ will also be responsible for project implementation	JCP will provide technical support to CHAZ in project conceptualisation, implementation and management; CHAZ has a national wide character with local presence in selected districts provincial presence and experience in community mobilization and capacity building of communities affected by mining		An Interfaith response

Resource Governance - Rationale for selection



Resource Governance	Criteria for Selection
CTPD	<ul style="list-style-type: none"> - Key actor and host of Zambia Tax Platform. - Hosts the Tax Platform as initiators of ZTP. - Strategically positioned and have experience on Tax Justice & budget issues - Fits well in outcome 1 as a lead organization. - Only partner that has gone through HAP process which is beneficial for prudent management of the organization.
SACCORD	<ul style="list-style-type: none"> - Strong in conflict resolution and management - Has in the last 2 years built competence in monitoring Constituency Development Fund (CDF) - Has documented best practices on engaging Members of Parliament and Local Government on effective implementation of CDF guidelines - Fits well in outcome 1 & 2. -
Caritas Zambia	<ul style="list-style-type: none"> - National in character with linkages to provincial Diocesan structures and Civil Society Organization networks. - Is experienced and knowledgeable on issues of Resource Governance - Commands respect among Duty Bearers. - Has the support of the moral duty bearers on not only RG but also political space & democratic development. - Regional and international linkages recognition. - Members of Zambia Tax Platform and AMACEA - Responds well to outcome 3.
CSPR	<ul style="list-style-type: none"> - Membership based network - Network organization positioned to strategically monitor and track social expenditure - Has decentralized structures at provincial level to interface with sectorwide decentralized structures & Local Government. - Established itself to facilitate interface with communities and Government departments on issues of poverty reduction and fits well in outcome 1 & 2. They are also members of the ZTP. - Needs Organizational Development support - Needs strengthening especially on Financial Management.
CDoS	<ul style="list-style-type: none"> - In the mining zone and closer to the issues & people most affected by Extractive industries. - Has decentralized structures in North Western province - Brings voice and links well with national Caritas and other networks at national level on Natural Resource Management - Responds well to outcomes 4 & 3 of Resource Governance

	<ul style="list-style-type: none"> - Due to close proximity to mine areas by host communities Catholic Diocese of Solwezi is well positioned to respond to emergencies as a result of mining and needs enhanced capacity in EPR.
CCZ	<ul style="list-style-type: none"> - Umbrella Mother Church Body - Membership is nationwide. - Well positioned to engage Duty Bearers <ul style="list-style-type: none"> Has the competence to interrogate Legal and Policy frameworks to respond to issues affecting Rights Holders. - Provides voice in various thematic areas affecting their members - Recognized nationally, regionally and internationally - Sits on SADC Gender Civil Society Forum, - General Secretary sits on NCA(HO) Partners Forum - Members of FOCCISA
JCTR	<ul style="list-style-type: none"> - Faithbased organization - Focuses on promotion of social justice through action research - Command respect from duty bearers - Has a nationwide - Inculcates Catholic Social Teachings, Values on the dignity of the human person on civic, faith leaders & communities - Monitors cost of living to expose the plight of Zambians and offer alternative solutions - Chairing the Grand Coalition on Constitution reforms and democratic governance. - Better placed to contribute to outcomes 2 & 3.

Resource Governance Programme - Partner profile information

	CARITAS ZAMBIA	SACCORD	CTPD	CSPR	CCZ	Catholic Diocese of Solwezi	JCTR
Name: Type (FBO, resource, etc.)	FBO (Core)	CSO (Resource)	Resource (CSO)	Resource (CSO)	FBO (Core)	FBO (Core)	FBO (Core)
Year of establishment:	1999/2000	1999	1999	2000	1914	1999/2000	1988
Legal status:	The legal status of Caritas Zambia is thus held within the legal status of the Zambia Episcopal Conference.	Registered in 2000 under CAP 119 of the laws of Zambia Societies Act under Registrar of Societies	Registered under the Companies Act as a company limited by guarantee	The Societies Act (1994) ORS/102/35/3060	Registered under the Registrar of Societies	The legal status of CDoS is thus held within the legal status of the Zambia Episcopal Conference.	Registered with the registrar of Societies but the legal status is held within the legal status of the Zambia Episcopal Conference
Number of employees:	22	13	10	17	29	10	19
Number of members:	11 Dioceses	413	16	76	Member Churches- 24 affiliates-18	30 Parishes (9 of which are actively involved in EI activities)	90 Volunteers
Management structure:	Executive Director, Head of Programmes Programme Specialists and Finance & Administration staff. Caritas Zambia has a Bishop Episcopal President directly representing ZEC in the affairs of the Commissions for Justice and Peace and Development.	The organization comprises the General Assembly and the Board; the Advisory Council and the general membership of SACCORD, i.e. representatives from the Provincial and district offices. The full time secretariat Management team comprise of the Executive Director, Programme Manager, Finance & Administration staff.	3 Senior Managers (Executive Director, Programmes Manager and Finance and Administration)	Executive Director, Programme Manager and Finance & Administration Staff	General Conference supreme board, Executive Board committee -Secretariat: General Secretary, Head of Programmes, Head Finance and Admin,	Bishop, Treasurer General, Development Director, Coordinator CCJP	Executive Director Head of Programmes Finance and Administration Manager 2 Programme Managers
Financial foundation:	Donor funded	Donor funded but also supported by membership fees and consultancy services	Donor funded but also raises income through membership fees	Donor funded but also supported by membership fees	Subscriptions fees from members, Business ventures and donor funds	Donor funded	Donor funded

Membership in networks (including ACT Alliance):	Members of PELUM, ZNFU, Zambia Climate Change Network, publish What You Pay – Zambia, Zambia Land Alliance, Civil Society for Poverty Reduction, Caritas Africa, Caritas Internationalis, Caritas AMECEA, Justice and Peace – AMECEA, Pontifical Council for Justice and Peace, Publish What You Pay – International, IANARA Alliance for Natural resources in Africa, Land Alliance, Zambia Episcopal Conference (ZEC) Zambia Tax Platform (ZTP)	Civil Society for Poverty Reduction (CSPR), Decentralization Alliance Network (DAN), Universal Periodic Review (UPR), Cluster Munitions Coalition, Control Arm Coalition (CAC), Land Mine Ban Coalition (LMBN), International Campaign to Ban Nuclear Weapons (ICAN), Global Partnership for the Prevention of Armed Conflicts (GPPAC), Zambia Council for Social Development (ZCSD), COMESA Programme on Peace and Security (CPPS), Civil Society Coalition on the Constitution (CSCC), Electoral Commission of Zambia (ECZ) Conflict Management Committee (CMC) and National Voter Education Committee (NVEC)	Tax Justice Network Africa (TJNA), Our World is not for Sale (OWINFS), International Alliance on Natural Resources in Africa (IANRA)	Global Civil Society Partnership for Development Effectiveness (CPDE) Civil Society Coalition on the Constitution, Zambia Tax Platform (ZTP)	Evangelical Fellowship in Zambia (EFZ), Zambia Episcopal Conference (ZEC), World Council of Churches, Focfisa, All Africa Conference of Churches (AACC) etc. ACT alliance PWYP	Members of PWYP Zambia Episcopal Conference (ZEC)	Zambia Tax Platform Extractive Industries Transparency Zambia Zambia Episcopal Conference (ZEC), PWYP
Cooperation with local government:	Ministry of Local Government and Housing Ministry of Mines, Energy and Water development Ministry of Finance and National Planning Ministry of commerce trade and industry	Ministry of Justice -Ministry of Home Affairs -Ministry of Local Government and Housing -Decentralization Secretariat -Electoral Commission of Zambia (ECZ)	Currently sits on technical working groups with the Ministry of Commerce Trade and Industry. CTPD is a member of the EIF steering committee and also sits on technical working groups on foreign trade negotiations such as EPAs, AGOA etc. on trade. CTPD also engages with the MOF through technical working groups on the budget; NDP evaluation processes and technical engagements on the Economy.	CSPR is a member of the Provincial, District and Area Development Committees	Ministry of Education, Ministry of Agriculture Ministry of mines etc.	Operate at provincial & community level	Ministry of Finance Ministry of Agriculture Ministry of Information Ministry of Justice JCTR member of the Zambia Vulnerability Assessment Committee under the Disaster Management and Mitigation Unit
Other donors:	CAFOD, USAID, Misereor – Germany OSISA OXFAM GIZ DFID, Diakonia Sweden – Zambia Canadian Development and Peace NDI GIZ Caritas Norway	Canada Fund for Local Cooperation (CFLI) -Zambian Governance Foundation -Open Society Initiative for Southern Africa (OSISA) -Friedrich Ebert Stiftung (FES) -European Union (EU) -Diakonia -United Nations Development Programme (UNDP) -Pact Zambia -HIVOS -GIZ -MS Zambia	Zambia Governance Fund (ZGF), Natural Resources Governance Institute (NRGI), Oxfam, Action Aid Zambia, Department For International Development (DFID)	Zambia Governance Foundation (ZGF) ActionAid Zambia, UNICEF, World Bank,	Nordic Focfisa, United Church of Canada, Global Netherland ICCO, Global ministries USA, United National Development Program (UNDP), Economic Justice Network, SAID, Church of Sweden.	Diakonia Sweden, Caritas Norway and Canadian Development & Peace, and Diocese of Limburg	Zambia Governance Fund United Nations Development Programme – Zambia Zambia Economic and Advocacy Programme Misereor – Germany Catholic Relief Services Scottish Catholic International Aid Fund (SCIAF) DIAKONIA Misean Cara Jesuiten Mission CCoDP Entreculturas
Geographic area:	The Church's geographical spread gives Caritas Zambia programmes a national coverage.	National coverage	Southern, North-Western, Copperbelt provinces	Eastern, Luapula, North-Western, Southern & Western provinces	National	North Western - Ikelenge, Kabompo, Kasempa, , Mufumbwe, Mwinilunga, Solwezi districts	National coverage
Thematic/Global programme area (technical expertise):	Economic Empowerment & Resource Governance	Resource Governance	Economic Empowerment & Resource Governance	Economic Empowerment & Resource Governance	Resource Governance & Gender Justice	Resource Governance	Resource Governance & Economic Empowerment
Rationale for NCA's partnership with this	Through the Economic and Social Accountability	SACCORD is a Zambian based NGO that promotes peace and	CTPD has been a JCP partner since 2011. CTPD endeavors	CSPR focuses on the evidence based research that highlights health, educa-	As CCZ vision is to have a transformative impact on church and Society with	The CDOS runs programs that promote social justice. These	JCTR promotes social justice through promotion of

organization:	Programme Caritas Zambia will push for policy formulation, adoption, implementation and monitoring. The programme activities focus on ensuring that policies are responsive to poverty reduction, equity (gender responsive), transparency and accountability. At the same time, the programme seeks to ensure that diocesan Justice and Peace actors are empowered to carry out community awareness activities around policy issues.	democratic governance for the people of Zambia through peace building, strengthening local democracy, nurturing local and regional partnerships as well as holding duty bearers accountable for better service delivery.	to influence accountable and responsive economic governance, particularly in participatory policy reform in addition to investing in the poor as well as the exploitation of natural resources and utilization of public revenue. CTPD desires to contribute to the affected communities increasing their demand for equitable benefits from exploitation of natural resources and Increased demand for equitable benefits from the exploitation of natural resources Improved accountability and transparency among policy makers on exploitation of natural resources in target communities.	tion, agriculture, water and sanitation, basic infrastructure, social protection, accountable use of resources, revenue generation, environment and extractives links to poverty. This platform allows CSPR to coordinate and engage on channeling the voice of the poor on national and international platforms. CSPR through its programming is further engaging communities on economic empowerment interventions especially around sustainable agriculture as one of the means to alleviate poverty	regards to Christian unity and human dignity, NCAs role has been recognized as very important in its support of such programs: Natural resource management, promoting accountable Governance, climate change and Gender related issues such as gender based violence as a way of promoting Christian unity and human dignity in the Zambian society.	include: Governance, Human Rights and Paralegal, Pro-Poor Economic Justice and Extractive Industries Project. The Diocese has taken the Extractive Industries Project to be one that would greatly contribute to the reduction of poverty. The project's goal was that the extraction of minerals in Zambia contributes to poverty alleviation and sustainable development in Zambia.	equitable public resource mobilization, prudent public resource mobilization and inculcating Catholic Church Social teaching values in our civic leaders and communities which values the dignity of human person. JCTR also focuses on monitoring the cost of living in order to expose the plight of many Zambians and offer alternative policies
Year of when partnership with NCA was established:	2011 with JCP but longer with NCA	2011 with JCP and longer with DCA	2011 with JCP and longer with CA	2011 with JCP and 2005 with DCA	2011 with JCP but longer with NCA & DCA	2011 with JCP	2011
Division of labour between NCA and partner (added value each brings):	JCP provides technical and financial support to Caritas Zambia for project development and implementation. Caritas Zambia continues to work in communities through church structures and with duty bearers at various levels through advocacy and lobbying to promote inclusive development from natural resource governance and social accountability	SACCORD brings its advocacy skills, mobilisation abilities and the platforms it has for engaging as well as the community structures that it has in the districts in reaching out to various communities. SACCORD also has a niche which enables it to engage high level government institutions drawing mandate from the communities on different issues that affect the communities. JCP on the other hand brings technical, material and financial support for the implementation of the activities and strengthening of the organisation.	JCP will provide financial and technical support to CTPD. CTPD brings technical capacity for enhanced advocacy and impact on economic policy and engagement that can deliver economic empowerment at both the micro (household level) as well as the Macro level.	JCP will provide financial and technical support to CSPR in project conceptualization and management; CSPR has over the years built good advocacy and policy influencing channels to government through the generating of evidence and policy dialogue. Further the network has a strong community presence and membership base for enhanced advocacy.	JCP will provide technical support to CCZ in project conceptualization, implementation and management; CCZ has a national wide constituency and experience in advocacy on social economic issues. CCZ will also be responsible for project implementation	JCP will provide technical support to CDOZ in project conceptualization, implementation and management; CDOS has a provincial presence and experience in community mobilization and capacity building of communities affected by mining	While JCP will provides financial and technical support, JCTR implements its programmes in order to promote social justice

Annex 3: Cross-cutting issues and strengthening civil society

5-year outcome	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible (for monitoring)
			2016	2017	2018	2019	2020			
NCA supported projects and programmes avoid exacerbating violent conflicts through their efforts	Number of NCA programmes in conflict settings that minimum on a yearly basis adapt programme implementation according to findings in updated conflict analysis	N/A in Zambia	A conflict analysis/conflict sensitivity assessments will be considered per local community/project where we work.	A conflict analysis/conflict sensitivity assessments will be considered per local community/project where we work.	A conflict analysis/conflict sensitivity assessments will be considered per local community/project where we work.	A conflict analysis/conflict sensitivity assessments will be considered per local community/project where we work.	A conflict analysis/conflict sensitivity assessments will be considered per local community/project where we work.	Minutes from JCP project approval committee	Yearly in Annual Narrative Report to Oslo	CR, HoP & POs
Gender is mainstreamed in the planning and implementation phases of the programme or project cycle	Number of NCA projects or programmes that have adapted their programme design according to findings of gender analyses and updates for the relevant area.	Internal QA structure in JCP do not effectively ensure gender mainstreaming in all projects.	All partners have been trained in GESA	Project design for 30% of the projects have been informed by a gender analysis	Project design for 50 % of the projects have been informed by a gender analysis	Project design for 75 % of the projects have been informed by a gender analysis	Project design for 85% of the projects have been informed by a gender analysis	Project Committee Decision formats.	Yearly in Annual Narrative Report to Oslo	CR, HoP & POs
NCA core partners are accountable civil society actors - see chapter 5 for details.	Based on scorecard (under development at HO, will be communicated)	Baseline will be an average of the assessment/scorecards for at least three partners. Baseline will be carried out within end of Dec 2015.	To be detimeined based on baseline value	To be detimeined based on baseline value	To be detimeined based on baseline value	To be detimeined based on baseline value	To be detimeined based on baseline value	Partner's assessments and NCA score card.	Annually	CR, HoP & POs

Annex 4: Programme results frameworks

Reference is made to annex in Excel Sheets:

- 4.1 Economic Empowerment Results Framework
- 4.2 Gender Justice Results Framework
- 4.3 Resource Governance Results Framework
- 4.4 Emergency Preparedness and Response Results Framework

Annex 4.1
Economic Empowerment Results Framework, Zambia

Outcomes	Indicators	Baseline 2015/16 ^a	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Outcome 1: Rights holders have established micro or small enterprises	1.1 - Number of female and male rights holders who have established their own enterprises	4,652,253 out of 5,966,199 employed Zambians (84.6%) are in the informal sector, 52.5% are private farms, 47.2% are private households. 59.5% of the informal sector is involved in the agriculture industry and 40.1% in the non-agriculture industry. Of the employed population 44.2% were self employed, 34.8% were unpaid family workers, 20.4% paid employees and less than 0.6% interns and apprentices. 20.7% out of a total working age population of 4,426,573 in rural areas were economically inactive while 28.5% out of a total working age population of 3,434,686 in urban areas are economically inactive. 71.5% are full-time students, 10.8% are not working, looking for work or available for work and 11.9% were too old, too or too young out of 1,895,060 economically inactive population national wide. Policy guidance: The Micro, Small and Medium Enterprise Development Policy, 2008	1.1 - 5% of targeted rights holders have established informal micro enterprises	1.1 - 10% of targeted rights holders have established informal micro enterprises	1.1 - 2% of targeted informal micro enterprises have grown to become registered micro enterprises	1.1 - 5% of targeted informal micro enterprises have become registered micro enterprises	1.1 - 5% of targeted registered micro enterprises have become small enterprises	Baseline and other studies; partner reports; monitoring visit	Biannually and annually	Partners/PO
Outputs to outcome 1	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1.1 - Rights holders have gained knowledge in entrepreneurship and vocational skills	1.1 - Rights holders have utilized acquired entrepreneurship and vocational skills	6.8% of Zambians aged 15 years and older have received skills training and 92.5% have not; 5.5% of employed persons received skills training in rural areas while 94% did not. 13.6% in urban received skills training whereas 85.8% did not. 42.5% of the economically active population have attained some basic education (Grade 1-7), 38.5% secondary education (grade 8-12), 4.8% higher education whereas 13.9% are without formal education. 43.7% of employed population have attained grades 1-7, 36.8% grades 8-12. Paid employees account for more of those with academic qualifications. Unpaid family workers make up 43.3% of the employed population with no education. 61.2% of persons who attained grades 1-7 worked as skilled agricultural, forestry and fisheries workers while 59.1% who have degrees worked as professionals.	1.1 - Facilitate baseline line studies to establish the training needs of identified clusters of informal micro, formal micro or small enterprises	1.1 - Facilitate revision of entrepreneurship and vocational training curriculum based on identified gaps	1.1 - 30% targeted rights holders have improved business administration skills (keep business records, identify profitable lines of business, develop business plans)	1.1 50% of trained rights holders have established business and applying their new knowledge and skills	1.1 70% of trained rights holders have established business and applying their new knowledge and skills; Influence Government educational sector (Primary-tertiary) curriculum review and development	Publications (training manuals); Partner reports; Interviews with rights holders	Biannually and annually	Partners/PO

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<p>1.2 - Rights holders have gained access to financial capital for investing in productive business ventures</p>	<p>1.2.1 - Rights holders have access to affordable financial products</p>	<p>Zambia's lending to the private sector at 12% of GDP is below the Sub-Saharan regional average of 21% of GDP. This results in limited access to bank credit especially by SMEs high bank lending rates. The interest rates are high compared to those of developing countries though below average of Sub Saharan Africa (Jang et al, 2014). Borrowing costs on average between 20-25 percent and beyond most businesses' capacity. Key challenges to access are scarcity of physical infrastructure, high documentation requirements by banks for opening, maintaining and closing accounts and for applying to loans especially in rurals. Number of bank branches and agencies increased to 360 in 2014 from 173 in 173. Banking services have been extended through mobile, truck and internet banking. Policy guidance: Financial Sector Development Plan 2004-2009</p>	<p>1.2.1 -At least 5% of village community banks (Vicoba) groups are established and functional</p>	<p>1.2.1 -Facilitate development and implementation of innovative lending mechanisms between the private sector and rights holders e.g. by linking vicoba to MFIs and commercial banks</p>	<p>1.2.1 -At least 10% of right holders have borrowed for investment and repaid their loans to vicobas or other lending agencies</p>	<p>1.2.1 - Facilitate rights holders' access to long term loans at attractive lending terms from the private and public sectors</p>	<p>1.2.1 - Faciliate sustainable financing partnerships between rights holders, MFIs and commercial banks</p>	<p>Publlications (training manuals); Partner reports; Interviews with rights holders</p>	<p>Biannually and annually</p>	<p>Partners/PO</p>
<p>1.3 - Rights holders have accessed, owned and controlled land</p>	<p>1.3.1 - Rights holders have secure access, ownership and control of productive land</p>	<p>Land is a key productive asset especially for poor rightsholders who mostly depend on agriculture for a livelihood. Zambia has experienced increased demand for land due to population pressure and foreign direct investment in agriculture and mining. Most rightsholders eke a living and live on customary or traditional land (which is estimated to be 94% though this has been disputed by many scholars and stakeholders). Insecure tenure on customary land arising from none titling of such land is a major concern. Zambia Land Alliance, a JCP partner has been working on strengthening customary land tenure security through documentation of land rights and advocacy on enactment of a customary land law. This has resulted in a draft customary land law. However, customary land tenure remains insecure and this threatens the livelihoods of poor rightsholders. There has been renewed vigor to enact a Land Policy by Government in the past one year. Tenure insecurity is more pronounced among vulnerable groups especially women and youth. Non titled land can not be used as collateral and this has affected access to loans for informal, micro and small enterprises. Titling land is highly contested by some interest groups especially traditional leaders. Policy guidance: The Republican Constitution, Draft Land Policy, Draft Customary Land Law</p>	<p>1.3.1 - Studies are conducted to identify level of land tenure security of productive land used by rights holders</p>	<p>1.3.1 - Sensitisation of rights holders on land rights and establishment of Community Land Advocacy Committees (CLACs)</p>	<p>1.3.1 - Provision of paralegal services to victims of property grabbing and those requiring assistance in securing land rights</p>	<p>1.3.1 -At least 30% of targeted rights holders have documentation (e.g. customary land certificates) as proof of ownership of land used for productive activities</p>	<p>1.3.1 -At least 10% of targeted rights holders have obtained title deed for the land used in productive activities</p>	<p>Publlications (training manuals); Partner reports; Interviews with rights holders</p>	<p>Biannually and annually</p>	

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1.4 Incubation hubs have been established and /or developed	1.4.1 At least 2 incubation hubs have been established and upscaled in selected business clusters	One incubation hub focusing on value addition of selected agriculture products (groundnuts and leafy vegetables) was established in 2014 in Monze at Monze Youth Agriculture Training Center. This was a pilot. Lessons drawn from this experience will be used in upscaling the intervention and extending the experiences to other locations and programme partners. However, it is worth noting that there has been very little focus and investment in incubation hubs by the Government, Private sector and Civil Society in the past 10 years and more.	1.4.1 Research/Studies on incubation hubs_visit to places where this is being tried with a focus on what works and what does not.	1.4.1 Adapt existing approaches and design programme specific approach for identified sectors	1.4.1 Pilot developed incubation hubs model	1.4.1 Increased innovativeness among targeted rights holders	1.4.1 Increased access to training, business advisory services, technology and capital among targeted rights holders	Interviews with rights holders; reports; Monitoring visits; Partner reports	Biannually and annually	
1.5 - JCP and partners have advocated for implementation of legislation supporting MSME development and growth	1.5.1 - Implementation of at least 2 MSME focused policies is monitored by JCP and Partners by end of the programme	Zambia has been implementing economic reforms to support a market based and private sector driven economy since 1991. Various pieces of legislation have been enacted and statutory institutions created to implement the reforms (AU, NEPAD, OECD, 2011). The Government has implemented the <i>Private sector Development Reform Programme (PSDRP phase I and II)</i> from 2004-2014. The programme is now in phase III. The programme has resulted in enactment and implementation of several policy measures to enhance private sector growth by improving the business environment. These include the establishment of the <i>Zambia Development Agency (ZDA)</i> , the <i>Citizens Economic Empowerment Commission (CEEC)</i> , the <i>Micro, Small and Medium Enterprise Development Policy</i> , the <i>strategy paper on industrialisation and job creation</i> (GRZ, 2013) and establishment of a <i>Credit Guarantee Scheme for Micro and Small Enterprises</i> . While these policies are well intended their implementation has not been very effective and many stakeholders argue that they are not inclusive and engendered.	1.5.1 - Conduct a survey/research on existing policies	1.5.1 - Develop advocacy and communication strategies	1.5.1 - Identify and engage stakeholders and monitor implementation of relevant policies	1.5.1- Identify and engage stakeholders and monitor implementation of relevant policies	1.5.1 - Implement advocacy and communication strategies; conduct studies and disseminating findings	Interviews with rights holders; reports; Monitoring visits; Partner reports	Biannually and annually	
Main activities under outcome 1: Facilitate establishment of savings and loan groups or association and cooperatives; training in entrepreneurship and business establishment; establish and run incubation hubs, facilitate linkages with the private sector actors; public policy advocacy										

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Outcome	Indicators	Baseline 2015/16 ¹	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Outcome 2: Rights holders have gained access to local or domestic markets	2.1 - At least a pro-poor, structured, assured and transparent input and produce market is developed and sustained for two important value chains for targeted rightholders (e.g. a staple food crop, traditional cash crop or high value product).	The programme mainly targets rightsholders producing a little surplus for the market. These are found in rural areas that have poor public infrastructure (roads, communication, storage). This results in poor market access. Many of the rightsholders produce staple food commodities (maize, millet, sorghum, cassava, rice, sweet potatoes), a few are involved in growing traditional cash crops (cotton, tobacco, groundnuts) while others are producing high value products (vegetables/green maize). A few are involved in animal husbandry (chickens, goats, pigs, cattle). Market access is mainly through intermediaries (middlemen) or through the quasi Government Food Reserve Agency (FRA) or multinational corporations for those selling cash crops. There is a general perception that the rightsholders are marginalised and selling at lower prices giving the intermediaries a huge profits. There have been several efforts to improve market access but most of them have not been very successful pointing to the need for institutional changes. The growth and spread of supermarkets provides a growing market but institutional challenges prevent smallholders to access such markets e.g. contract, suppliers lists, quality and safety standards imposed by such buyers. The fragmented nature of the rural markets increases transaction costs and for this reason produce and product markets are concentrated mainly in urban areas.	2.1 - Marginalised producers have increased voice influence and percentage share in the market chain	2.1 - Increased vertical market linkages between the Private sector and targeted rights holders	2.1 - Transactional risk reduction strategies have been piloted with private sector to accelerate engagement with rights holders	2.1 - Transactional risk reduction strategies have been upscaled	2.1 - Increased non-civil society facilitated business engagement between rights holders and the private sector in at least 2 supply chains	Surveys; interviews with rights holders and the private sector	Biannually and annually	
	2.2 - JCP and partners have monitored implementation of atleast two national policies targeting improving the business environment of MSMEs e.g. the Strategy Paper on Industrialiation and Job Creation	have been several efforts to improve market access but most of them have not been very successful pointing to the need for institutional changes. The growth and spread of supermarkets provides a growing market but institutional challenges prevent smallholders to access such markets e.g. contract, suppliers lists, quality and safety standards imposed by such buyers. The fragmented nature of the rural markets increases transaction costs and for this reason produce and product markets are concentrated mainly in urban areas.	2.2 - Increased involvement of the private sector in to building new or improving infrastuture in identified rural area with high business potential	2.2 - Established private sector/civil society platforms have lobbied Government to build and/or improve public infrastructure in deficient rural areas	2.2 - Increased information sharing between rights holders and the private sector in support of effective contract enforcement (product prices, quality and standards)	2.2 - Increased policy dialogue and engagement between Government, the private sector and rights holders to develop regulatory framework to reduce transaction costs and risks	2.2 - Improved business environment and investment climate for rights holders	Surveys and interviews with rights holders and /or cooperatives/group leaders	Biannually and annually	
	2.3 - % of construction minimum standards applied in all structural interventions at community level by 2020 ⁸		2.3 - Identification and mapping of vulnerability to climate related shocks of existing essential infrastructure	2.3 - 60% of minimum standards applied to essential infrastructure	2.3 - 10 % increase of minimum standards applied to essential infrastructure	2.3 - 5 % increase of minimum standards applied to essential infrastructure	2.3 - 80% of minimum standards applied to essential infrastructure	Documents developed on minimum standards, Revised minimum standard documents, Partner reports on development and application of minimum standards	Bi-Annually & Annually	Partners & JCP
2.4 - % of contextualised construction standard guidelines documented for application at community level by 2020 ⁸		2.4 - At least 60 % of standard guidelines documented for application at community level	2.4 - 70 % of documented guidelines applied at community level	2.4 - 5% increase of documented guidelines applied at community level	2.4 - 5 % increase of documented guidelines applied at community level	2.4 - 80 % of documented guidelines applied at community level				

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Outputs to outcome 2	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2.1 Rights holders have advocated for implementation of pro-poor market supportive regulations, laws and policies (e.g. buy local, fiscal and non-fiscal incentives)	2.1.1 - Market systems development supportive laws and policies are enacted and /or implemented	A number of relevant laws, policies and regulations exist (trade, industrial, labour, agriculture etc) but enforcement & harmonisation has been a challenge (see above)	2.1.1 - Research/Studies are conducted to identify existing policies: strengths and gaps	2.1.1 - Engage relevant Government ministries and agencies, private sector and rights holders on policy provisions and limitations through dialogue meetings	2.1.1 - Monitor implementation of existing policies, laws and regulations and document findings	2.1.1 - Policy options and recommendations for improvements and or new laws, policies and regulations provided to key stakeholders	2.1.1 - At least 20% recommended policy options are adopted and implemented	Studies publications; minutes of meetings; workshop proceedings reports; partner reports	Biannually and annually	
2.2 - Rights holders have advocated for improved public and private infrastructure and facilities especially in rural areas	2.2.1 - Deficient high productivity rural areas are serviced with new/improved public and private infrastructure	Rural areas are less serviced with paved road, electricity and fixed line and mobile communication	2.2.1 - The private sector is incentivised to establish infrastructure in identified rural area with high business potential e.g. through formation of coopeatives and vicobas	2.2.1 - Mobilisation of community leaders, cooperatives and vicobas to identify infrastructure needs	2.2.1 - Facilitate development of Business plans on infrastructure development for sharing with potential investors	2.2.1 - Faciliate engagement between potential developers (public/private)and rights holders;	2.2.1 - Monitor and demand accountability in construction of public projects in target areas	Policy briefs; Media statements; Partner reports	Biannually and annually	
2.3 - Rights holders have secured and fulfilled longer term input and output supply contracts with actors up and down the supply chain	2.3.1 - At least 30% of targeted rights holders have secured and fulfilled supply contracts	Rural markets are highly fragmented; transaction costs are high; most rights holders participate in spot markets	2.3.1 - Rights holders are mobilised into groups and/or cooperatives; Training of rights holders in market research and other relevant themes	2.3.1 - Groups and/or cooperatives are clustered according to products and linked to suppliers down and up the supply chain	2.3.1 - Faciliate interface meeting between rights holders and other market actors in their supply chain	2.3.1 - Monitor implementation of supply contracts and facilitate further capacity building of rights holders	2.3.1 - Faciliate unassisted information sharing and contracting between rights holders and other market actors in selected supply chains	Partner reports	Biannually and annually	
Main activities under outcome 2: Mobilisation of rights holders into groups/associations/cooperatives; conducting market research (analysis) and assessments; information gathering (e.g. on prices) and dissemination; conduct public policy analysis and debates; develop training curriculums and manuals on marketing; train rights holders on marketing; conduct public policy advocacy through campaigns and other relevant channels; documenting, training, enforcing, and applying climate resilient minimum construction standards										
Outcome	Indicators	Baseline 2015/16 ¹	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Outcome 3: New cooperation with the private sector has been developed	3.1 Number of platforms established for exchange of knowledge and collaboration between civil society and private sector actors	There is very limited constructive dialogue and colloboration between civil society actors and the private sector in support of rights holders	3.1 Modalities and terms of collaboration are established	3.1 At least one partnership is held by JCP and/or at partner level in identified areas	3.1 At least 25% of JCP partners have established partnership platforms in identified thematic areas with district level private sector actors	3.1 At least 50% of JCP partners have established partnership platforms in identified thematic areas with district level private sector actors	3.1 At least 75% of JCP partners have established partnership platforms in identified thematic areas with district level private sector actors	Memorandum of Understanding (moUs); records and minutes of meetings between civil society and private actors	Biannually and annually	

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	3.2 Number of approaches piloted for shared value partnerships with the private sector	Some non-for-profit organisations e.g. Musika have conducted various actors but there is more for more actors such as JCP and partners	3.2 Facilitate studies in selected value chain to identify gaps/opportunities for strengthened engagement with private sector	3.2 Facilitate interface meetings between identified value chain actors and right holders	3.2 Facilitate improved linkages of value chain actors through transactional risk reduction	3.2 Establish platforms for improved provision of market information (prices, quality etc)	3.2 Develop and implement JCP exit strategies from value chains	Public statements from companies and /or joint statements; joint projects agreements/plan	Biannually and annually	
Outputs to outcome 3	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
3.1 - JCP and partners have facilitated establishment of functional civil society/private sector platforms	3.1.1 - At least one platform is (per selected supply or value chain) established by 2017	No platforms currently exists	3.1.1 - Conduct a survey to establish what form the platform should take (purpose etc)	3.1.1 - One platform is established per selected value or supply chain	3.1.1 - Platforms have matured and are appreciated by participants	3.1.1 - At least 2 of the platforms have facilitated new business contracts for rights holders	3.1.1 - At least 4 of the platforms have facilitated new business contracts for rights holders	MoUs; Minutes of meetings; Reports (studies, evaluation)	Biannually/annually	PO/Partners
3.2 - JCP and partners have piloted modalities of working together to improve participation of rights holders in selected market and value chains	3.2.1 - At least 2 pilots have been designed and implemented	Engagement between civil society and the private sector has not been structured to leverage support to rights holders	3.2.1 - Facilitate stakeholder meetings between civil society and private sector actors to identify gaps/opportunities for cooperation	3.2.1 - Partnership is developed by JCP and/or at partner level in identified areas	3.2.1 - Documentation/ evaluation of established partnerships	3.2.1 - Adjustment of models based on experiences	3.2.1 - Documentation and evaluation of pilots	MoUs; Minutes of meetings; Reports (studies, evaluation)	Biannually/annually	JCP/Partners
Main activities: under outcome 3: Public policy advocacy, information generation and dissemination, facilitate networking and collaboration e.g. through platform meetings										
Outcome	Indicators	Baseline 2015/16 ¹	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Outcome 4: Value chain development has increased rights holders' profits	4.1 - Number of female and male rights holders that have increased production	Rate of growth of most micro, small, medium Enterprises is low; this is because of lack of appropriate skills in value adding; poor working culture	4.1 - Promote appropriate technologies for value addition (e.g. for food processing and preservation); Increased volume of sells of value added products among rights holders	4.1 - Promote appropriate technologies for value addition (e.g. for food processing and preservation); Increased volume of sells of value added products among rights holders	4.1 - Increased rights holder re-investment in value adding activities	4.1 - Increased private sector investment in value adding activities	4.1 - Increased productivity (quantity and quality, profits); Increased availability of capital (skills, knowledge, financial, physical and natural) to invest in productive activities	surveys and interview with rights holders; partner reports; Government crop surveys	Biannually/annually	Partners/JCP
	4.2 - Number of female and male rights holders that obtain a better price for their products or services	The returns of most primary products sold with little value addition is low	4.2 - Increased access to information on prices for various communities by right holders	4.2 - Increased vertical market linkages between the Private sector and targeted rights holders	4.2 - Increased economies of scale for right holders through cooperative bulk selling (joint transportation, price setting etc)	4.2 - Increased bargaining power of rights holders in business contracts	4.2 - Increased percentage share of the right holders' of the market price of the end product	surveys and interview with rights holders; partner reports; Government crop surveys	Biannually/annually	Partners/JCP

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Outputs to outcome 4	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
4.1 - Rights holders have the knowledge, tools and technology to add value to their products	4.1.1 - At least 30% of targeted rights holders are adding value to products (e.g. processing, packaging, storage)	Many rights holders sell their produce with very little value added	4.1.1 - Rights holders are mobilised into groups and/or cooperatives; Research and analysis on existing value chains and	4.1.1 - Rights holders are trained in identified value adding techniques and linked to suppliers of tools/equipment; collaboration with	4.1.1 - Promote appropriate technologies for value addition (e.g. for food processing and preservation); Value adding facilities	4.1.1 - Promote appropriate technologies for value addition (e.g. for food processing and preservation); Production is scaled up based on market	4.1.1 - Production is scaled up based on market performance	Sample of products (photography); reports	Biannually/ annually	PO/Partners
4.2- JCP and partners have advocated for improved land governance and secure tenure for rights holders	4.2.1 - At least 30% of targeted rights holders have improved land tenure security	Traditional leaders accommodate negative cultural practices that result in insecure land tenure especially for women; traditional leaders allocate land with inadequate community consultations	4.2.1 - Community advocacy structures are created at village level; rights holders and customary land bearers become more aware of issues relating to transparency and accountability within customary land governance	4.2.1 - Traditional land governance structures become more aware of the 1995 land Act and 1989 Intestate Succession Act; Rights holders become more aware of their rights and hold traditional leaders	4.2.1 - Rights holders hold traditional leaders accountable in land administration; Government launches and implements the land policy	4.2.1 - Traditional leaders issue traditional land certificates as a way of securing customary land tenure	4.2.1 - At least 60% of targeted rights holders have access to productive land for investment	Government policy documents; media reports; Partner reports	Biannually and annually	PO/Partners
Main activities under outcome 4: Conducting value chain mapping and analysis, training on value addition, facilitating engagement and dialogue among actors in selected value chains, creating linkages and networks among knowledge banks & innovators (Universities/colleges/ research institutions) and users (e.g. farmers), advocacy and awareness raising on land rights										

Notes

1. An enterprise is defined as an entity involved in trading of goods and services to customers run by a single or several persons
2. The Zambian Government officially defines Micro Small and Medium Enterprises by the total fixed investments, sales turnover, number of employees and legal status. Micro enterprise should be registered and employee up to ten persons, Small enterprise should be registered and employee between 11-50 persons, a medium enterprise should be registered and employing between 51 and 100 persons and an informal enterprise is not registered and employees less than 10 persons. An informal enterprise is not neither taxed or monitored by the government and is not included in the Gross National Product (GNP).
3. Economic activity entails production and/or provision of goods and services for the purposes of improving living standards both at individual and national levels (CSO and Ministry of Labour and Social Security, 2013)
4. A paid employee is a person who works for a public or private employer and receives remuneration in wages, salaries either in cash or in-kind.
4. An apprentice/intern is a person who works like a paid employee in a public or private institution in order to improve his/her skills with a view of being formally engaged by the employer or other potential employer
5. A self-employed person is a person who operates his or her own economic enterprise (s) and hires no employees
6. A unpaid family worker is a person who assists in the family business or farm but does not receive any pay for work (Security, 2013 p. 73)

⁸ The actual Baseline survey will be carried out in December, 2015

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Outcomes	Indicators	Baseline 2015/16 ⁹	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Outcome 1: Dominant social norms protect girls and women from GBV	1.1- % increase in Traditional and Religious leaders in the targeted districts are aware of the rights of women, men, boys and girls and demonstrate social action to reduce GBV.	1.1- Zero Traditional and Religious leaders in the targeted districts are aware of the rights of women, men, boys and girls and demonstrate social action to reduce GBV.	1.1- 10% increase in Traditional and Religious leaders in the targeted districts are aware of the rights of women, men, boys and girls and demonstrate social action to reduce GBV.	1.1- 20% increase in Traditional and Religious leaders in the targeted districts are aware of the rights of women, men, boys and girls and demonstrate social action to reduce GBV.	1.1 - 40% increase in Traditional and Religious leaders in the targeted districts are aware of the rights of women, men, boys and girls and demonstrate social action to reduce GBV.	1.1- 55% increase in Traditional and Religious leaders in the targeted districts are aware of the rights of women, men, boys and girls and demonstrate social action to reduce GBV.	1.1-75% increase in Traditional and Religious leaders in the targeted districts are aware of the rights of women, men, boys and girls and demonstrate social action to reduce GBV.	Public statements made by Traditional and Religious Leaders condemning GBV, Mid and end-term evaluation reports	Annually	JCP, Partners
	1.2- % increase in GBV cases are determined through the traditional and religious justice delivery system	1.2-Number of cases determined in 2015	1.2- 5% increase in GBV cases are determined through the traditional and religious justice delivery system	1.2-10% increase in GBV cases are determined through the traditional and religious justice delivery system	1.2-20% increase in GBV cases are determined through the traditional and religious justice delivery system	1.2-30% increase in GBV cases are determined through the traditional and religious justice delivery system	2.1-60% increase in GBV cases are determined through the traditional and religious justice delivery system	Local court records, Records of traditional court sittings, Church records	Bi-annually	JCP, Partners
Outputs to outcome 1	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1.1-FBOs have developed or adopted institutional GBV prevention and response policies	1.1-Presence of institutional Gender policies within the FBOs	1.1-2/4 FBOs have adopted Workplace Gender Policies by December 2015	1.1-3/4 of FBOs have adopted workplace gender policies	1.1-4/4 FBOs are implementing workplace Gender policies	1.1-2/4 FBOs have made progress in developing institutional gender policies	1.1-2/4 FBOs have adopted institutional Gender Policies	1.1-4/4 FBOs have in place and are implementing their Work Place Gender Policies	Partner reports, Monitoring reports	Annually	JCP, Partners
1.2-Male role models have been identified and mobilized become change agents	1.2-Number of male role models	0	1.2-20 role models have been identified	1.2-50 role models have been identified	1.2-100 role models have been identified	1.2-150 role models have been identified	1.2-200 role models have been identified	Partner reports, Monitoring reports, Evaluation reports	Bi-annually	JCP, Partners
Main Activities under outcome 1: • Facilitating community dialogue, • Facilitating faith-based reflections on GBV, • Supporting duty bearers including FBOs to develop Gender policies , • Training in transformative masculinity approaches, • Training of traditional and religious marriage counsellors, • Educate and promote upholding of human rights principles in customary law targeting traditional and religious leaders, • Documentation and dissemination of best traditional and religious practices the promote the rights of women, men, boys and girls, • IEC Materials, • Facilitate Research on Reproductive Health practices, • Conduct awareness raising campaigns,										
Global outcome 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2.0 - Laws, policies and budgets to end GBV are improved and implemented	2.1-Number and type of organized actions taken by JCP FBO and CSO partners towards the full implantation of the Anti-GBV Act	2.1-Number of organized actions in 2015	2.1- At least 1 organized actions taken by JCP FBO and CSO partners towards the full implantation of the Anti-GBV Act	2.1- At least 2 organized actions taken by JCP FBO and CSO partners towards the full implantation of the Anti-GBV Act	2.1- At least 2 organized actions taken by JCP FBO and CSO partners towards the full implantation of the Anti-GBV Act	2.1 -At least 2 organized actions taken by JCP FBO and CSO partners towards the full implantation of the Anti-GBV Act	2.1 -At least 3 organized actions taken by JCP FBO and CSO partners towards the full implantation of the Anti-GBV Act	Media reports, Partner reports	Annually	JCP, Partners
	2.2- Number of faith based actors actively engaged in advocacy for the full implementation of the Anti-GBV law	2.2 - 0 in 2015	2.2 - Capacity building and awareness raising among faith actors	2.2 - 1 out of 4 faith based actors actively engaged in advocacy for the full implementation of the Anti-GBV law	2.2- 2 out of 4 faith based actors actively engaged in advocacy for the full implementation of the Anti-GBV law	2.2 - 3 out of 4 faith based actors actively engaged in advocacy for the full implementation of the Anti-GBV law	2.2 - 4 out of 4 faith based actors actively engaged in advocacy for the full implementation of the Anti-GBV law	Meeting attendance lists, Minutes of meetings, Partner reports, Media reports	Bi-annually	JCP, Partners
Outputs to outcome 2	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2.1 JCP and partners have collectively challenged duty bearers for the full and expedited implementation of the Anti-GBV Act and enactment of supportive statutes	2.1-Number of Network and coalition meetings called by JCP FBO and CSO partners to lobby the government for the expedited full implementation of the Anti-GBV law	2.1-Number of Network and coalition meetings in 2015	2.1-At least 3 network and coalition meetings called by JCP FBO and CSO partners to lobby the government for the expedited full implementation of the Anti-GBV law	2.1-At least 4 network and coalition meetings called by JCP FBO and CSO partners to lobby the government for the expedited full implementation of the Anti-GBV law	2.1-At least 4 network and coalition meetings called by JCP FBO and CSO partners to lobby the government for the expedited full implementation of the Anti-GBV law	2.1-At least 4 network and coalition meetings called by JCP FBO and CSO partners to lobby the government for the expedited full implementation of the Anti-GBV law	2.1-At least 4 network and coalition meetings called by JCP FBO and CSO partners to lobby the government for the expedited full implementation of the Anti-GBV law	Partner reports, Monitoring reports	Bi-annually	JCP, Partners

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2.2 Comprehensive review and alignment of customary law of target communities to statutory law on GBV and human rights principles	2.2- Number of communities with documented and gender sensitive customary by-laws	2.2-1 in progress in 2015	2.2- At least 1 community with reviewed and documented traditional by-laws	2.2-At least 2 community with reviewed and documented traditional by-laws	2.2-At least 3 community with reviewed and documented traditional by-laws	2.2-At least 4 community with reviewed and documented traditional by-laws	2.2-At least 6 community with reviewed and documented traditional by-laws	Records of documented by-laws, Partner reports, Minutes of meetings with traditional leaders	Annually	JCP, Partners
Main Activities under outcome 2: Support collaboration and strengthening of CSO and FBO multi-stakeholder platforms on GBV, • Lobby duty bears for alignment of Anti-GBV Act with the Penal Code, • Civic education, • Facilitate public interest litigation to influence development of relevant legal provisions on GBV, • Action research for evidence based advocacy, • Review and alignment of customary law provisions on GBV with statutory law, • Dialogue with duty bearers on full implementation of the Anti-GBV Act, • Faith-based reflections on GBV and gender equality, • Documentation of oral customary law, • Policy Briefs & Visibility material,										
Global outcome 3	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
3.0 - GBV survivors have safely accessed adequate and appropriate support services	3.1 - Number of GBV survivors who have received legal/psycho social support services	3.1 - Number of GBV survivors in 2015	3.1- 3500 GBV survivors who have received legal/psycho social support services	3.1- 4000 GBV survivors who have received legal/psycho social support services	3.2- 6500 GBV survivors who have received legal/psycho social support services	3.1 -8000 GBV survivors who have received legal/psycho social support services	3.1-10000 GBV survivors who have received legal/psycho social support services	Client screening records, VSU records	Bi-annually	JCP, Partners
	3.2 - Number of paralegals and psycho-socio counsellors that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.1- Zero Paralegals	3.2.1-250 paralegals that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.1-500 paralegals that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.1-700 paralegals that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.1- 850 paralegals that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.1- 1000 paralegals that have been recruited trained and are facilitating justice for survivors and victims of GBV	Partner training reports	Annually	Partners
		3.2.2 - Zero Psycho-socio counsellors	3.2.2-250 psycho-socio counsellors that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.2 - 500 psycho-socio counsellors that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.2- 700 psycho-socio counsellors that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.2-850 psycho-socio counsellors that have been recruited trained and are facilitating justice for survivors and victims of GBV	3.2.2 -1000 psycho-socio counsellors that have been recruited trained and are facilitating justice for survivors and victims of GBV	Partner annual reports, Workshop Attendance List		
Outputs to outcome 3	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
3.1 - Improved capacity of service providers in the GBV chain to effectively handle and manage cases of GBV	3.1- % of reported cases of GBV that have been processed by health care providers and the police in adherence to the agreed upon guidelines	3.1-Establishment of the guidelines	3.1-25% of GBV have been processed by health care providers and the police in adherence to the agreed upon guidelines	3.1-50% of GBV have been processed by health care providers and the police in adherence to the agreed upon guidelines	3.1-70% of GBV have been processed by health care providers and the police in adherence to the agreed upon guidelines	3.1-75% of GBV have been processed by health care providers and the police in adherence to the agreed upon guidelines	3.1-85% of GBV have been processed by health care providers and the police in adherence to the agreed upon guidelines	Completed client registers at police stations and clinics, Paralegal Clients register	Annually	Partners
3.2. Survivors and victims of GBV have increased access to legal and psycho-socio support	3.2- By December 2020 JCP partners and other service providers have defined and adopted Access to Justice Referral System	3.2- 0	3.2- At least 5 Service providers are engaged	3.2- Service providers receive specialized capacity building in GBV case management	3.2- Service providers are clear on the referral system	3.2- Referral system in place	3.2- Referral system is effectively utilized	Partner reports, VSU records, MOH records, Client surveys	Annually	Partners
Main Activities: • Simplification, translation into local languages and dissemination of the Anti-GBV law, • Training of service providers on GBV case management, • Support and strengthen collaboration with life-line and child-line call centres, • Pilot a Pro-bono Advocates scheme, • Pilot Community Based Legal Assistance Scheme, • Community sensitization on Human Rights and Anti-GBV law, • Training of psycho-socio counsellors										
Global outcome 4	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
4.0 Increased participation of women in decision-making processes at the local level	4.1 Number of women represented in local governance structures in nine districts of the Copperbelt	4.1- 22 women councillors in the target area	4.1 At least 30 women represented in local governance structures in nine districts of the Copperbelt	4.1 At least 30 women represented in local governance structures in nine districts of the Copperbelt	4.1 At least 30 women represented in local governance structures in nine districts of the Copperbelt	4.1 At least 31 women represented in local governance structures in nine districts of the Copperbelt	4.1 At least 33 women represented in local governance structures in nine districts of the Copperbelt	Council records, ECZ records	Annually	JCP, Partners
	4.2 Number of women who have undergone capacity building for active participation in governance processes and structures	4.2 - 3500 capacity built so far	4.2 3750 women have undergone capacity building for active participation in governance processes and structures	4.2- 4000 women have undergone capacity building for active participation in governance processes and structures	4.2- 4250 women have undergone capacity building for active participation in governance processes and structures	4.2- 4500 women have undergone capacity building for active participation in governance processes and structures	4.2- 4750 women have undergone capacity building for active participation in governance processes and structures	Partner reports, Workshop reports, Monitoring reports	Bi-annually	JCP, Partners

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Outputs to outcome 4	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
4.1 -Traditional systems respect women's right to participation	4.1- % of women represented in top traditional governance structures	4.1-% women are represented in top traditional governance structures in 2015	4.1-10% increase in women represented in top traditional governance structures	4.1-25% increase in women represented in top traditional governance structures	4.1-30% increase in women represented in top traditional governance structures	4.1-40% increase in women represented in top traditional governance structures	4.1-50% increase in women represented in top traditional governance structures	Meeting attendance lists, Partner reports, Evaluation reports	Annually	JCP, Partners
4.2 - Faith communities and FBO leadership respect Women's right to participation	4.2- Number of women represented in top governance structures of FBOs	4.2- 1401 women represented in top governance structures of FBOs	4.2- 1450 women represented in top governance structures of FBOs	4.2- 1500 women represented in top governance structures of FBOs	4.2- 1650 women represented in top governance structures of FBOs	4.2- 1750 women represented in top governance structures of FBOs	4.2- 1800 women represented in top governance structures of FBOs	FBO policy document, Meeting attendance list, Partner reports, Evaluation reports	Annually	JCP, Partners
Main Activities under outcome 4: Community Mobilisation focussing on women's participation in decision making structures, Training of women and girls in participation in decision making, networking formation and organisation and in Emergency, Preparedness and Responses, Training in leadership, Gender and Gender mainstreaming and Prevention of GBV, systems and procedures for justice delivery										

1. The actual Baseline survey will be carried out in December, 2015

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Resource Governance Results Framework, Zambia

Outcome	Indicators	Baseline 2015/16 ¹	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1.0 - Rights holders have influenced the development of public plans and budgets to be more aimed at reducing poverty	1.1 - Number of cases where budget priorities and plans have been changed after lobby efforts by rights holders	1.1 - ZTP lobbied for the increase of the mining tax, PAYE	1.1 - At least 2 cases where budget priorities and plans have changed at national level	1.1 - At least 2 cases where budget priorities and plans have changed	1.1 - At least 2 cases where budget priorities and plans have changed	1.1 - At least 2 cases where budget priorities and plans have changed	1.1 - At least 2 cases where budget priorities and plans have changed	National planning and budgeting bill, 2015 MTEF/ Green paper; JCP partner and others post budget analysis for 2015-2016; JCP partner s and other submission on the National planning and budgeting bill2015 appropriation ACT/ yellow book/	Annually	Partners /JCP Programme Officer for RG
	1.2 - Extent to which national budgets and plans reflect NCA partners expressed needs for reducing poverty in Eastern, Southern, western Lusaka and Copper belt provinces.	1.2 - ZTP lobbied for the increase of the mining tax, PAYE	1.2 - At least 5 of Rights holders submission of their needs that are reflected in national budget and plan	1.2 - At least 7 of Rights holders submission of their needs that are reflected in national budget	1.2 - At least 9 of Rights holders submission of their needs that are reflected in national budget	1.2 - At least 11 of Rights holders submission of their needs that are reflected in national budget	1.2 - At least 13 of Rights holders submission of their needs that are reflected in national budget	National planning and budgeting bill (JCP partner s and other submission on the National planning and budgeting bill), 2015 MTEF/ Green paper; JCP partner and others post budget analysis for 2015; 2015 appropriation ACT/ yellow book (look for key indicators in the yellow book), JCP partners and others submissions on the 2016 national budget	Annually	Partners /JCP Programme Officer for RG
Outputs to outcome 1	Indicator	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1.1 - Mapping of community (Men, women, boys and girls) needs for poverty reduction are conducted in North-western, Southern, Eastern, Copperbelt provinces	1.1.1 - Community needs are identified and documented.	1.1.1	1.1.1 - Contextualise of tool kit, training manual for community mapping	1.1.1 - Community mapping is piloted in at least in 3 districts North western province	1.1.1 - Community mapping is piloted in at least in 3 districts North western province	1.1.1 - Community mapping is piloted in at least in 3 districts North western province	1.1.1 - Community mapping is piloted in at least in 3 districts North western province	Partner reports, Monitoring reports, Poverty monitoring survey , Zambia Poverty map 2015 survey , Zambia Institute of Policy Analysis and Research poverty survey mapping report	Annually	Partners /JCP Programme Officer for RG
1.2 - Rights holders have conducted budget analysis in North-western, Southern, Eastern, Copperbelt provinces and made findings public	1.2.1 - Government responds to NCA partners recommendations on having a pro poor budget.	1.2.1 - JCP partner s and other submission on the National planning and budgeting bill	1.2.1 - Conduct two budget analysis (gender, Health Education, social protection and National Budget analysis)	1.2.1 - Conduct 2 budget analysis (gender, Health Education, social protection and National Budget analysis)	1.2.1 - Conduct 2 budget analysis (gender, Health Education, social protection and National Budget analysis)	1.2.1 - Conduct 2 budget analysis (gender, Health Education, social protection and National Budget analysis)	1.2.1 - Conduct 2 budget analysis (gender, Health Education, social protection and National Budget analysis)	National planning and budgeting bill, 2015 MTEF/ Green paper; JCP partner and others post budget analysis for 2015; 2015 appropriation ACT/ yellow book (look for key indicators in the yellow book), JCP partners and others submissions on the 2016 national budget	Annually,	Partners /JCP Programme Officer for RG
1.3 Evidence based advocacy to change public budgets and plans has been conducted by NCA partners.	1.3.1 Government is responsive to NCA partner's key recommendations to improving national and budgeting policies/law.	1.3.1 - Policies and regulations exist but enforcement & Right holders participation has been a challenge	1.3.1 - Research/Studies are conducted to identify existing gaps	1.3.1 - Engage relevant Government ministries and agencies and rights holders on policy provisions and limitations through dialogue meetings	1.3.1 - Monitor implementation of existing policies, laws and regulations and document findings	1.3.1 - Policy options and recommendations for improvements and or new laws, policies and regulations provided to key stakeholders	1.3.1 - At least 2 to 3 recommended policy options are adopted and implemented/ Government to implement the national planning and budgeting policy	National planning and budgeting bill, National planning and budgeting policy of 2014, Working papers on the seventh national development plan, Revised six National	Annual	Partners /JCP Programme Officer for RG
Main activities under outcome 1: National Budget analysis, Gender budget Analysis, Community mapping, facilitating engagement and Dialogue meetings , advocacy and lobbying, networking and alliance building										
Outcome	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2.0 Rights holders contribute to public budgets being implemented according to public plans in	2.1 - Number of public projects that have been monitored by rights holders	2.1 - 58 CDF project monitored by SACCORD	2.1 - 50% of targeted number of public projects are monitored in targeted areas	2.1 - 10% additional project of the targeted number of projects are monitored	2.1 - 5% additional project of the targeted number of projects are monitored	2.1 - 5% additional project of the targeted number of projects are monitored	2.1 - 5% additional project of the targeted number of projects are monitored	Baseline, other studies, partner reports, monitoring reports, Output based budget 2015 report, CSPR Barometer 2014	Annually	Partners /JCP Programme Officer for RG

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targeted areas	2.2 - Percentage of public projects monitored that are implemented according to public plans	2.2 - 0.	2.2 - 0% of monitored public projects are implemented according to public plan	2.2 - 10% monitored project are implemented according to public plan	2.2 - 10% additional monitored project are implemented according to public plan	2.2 - 15% additional monitored project are implemented according to public plan	2.2 - 20% additional monitored project are implemented according to public plan	Baseline, other studies, partner reports, monitoring reports	annually	Partners /JCP Programme Officer for RG
	2.3 - Number of lobby and/or dialogue initiatives with public officials that lead to progress in public project implementation	2.3 - One Story of Change from each of JCP RFAG partners	2.3 - Five (5) lobbying and dialogue initiatives with public officials	2.3 - 5 lobbying and dialogue initiatives with public officials	2.3 - Five (5) lobbying and dialogue initiatives with public officials	2.3 - Five (5) lobbying and dialogue initiatives with public officials	2.3 - Five (5) lobbying and dialogue initiatives with public officials	Baseline, other studies, partner reports, monitoring reports	annually	Partners /JCP Programme Officer for RG
	2.4 - Number of delayed and/or completed following budget and expenditure tracking by rights divergent public projects that are	2.4 - Not documented	2.4 - 0% of delayed and/or divergent project are completed	2.4 - 10% of delayed and/or divergent project are completed	2.4 - 10% additional delayed and/or divergent project are completed	2.4 - 15% additional delayed and/or divergent project are completed	2.4 - 20% additional delayed and/or divergent project are completed	Baseline, other studies, partner reports, monitoring reports	annually	Partners /JCP Programme Officer for RG
Outputs to outcome 2	Indicator	Baseline 2015/16	Delivery at output level				Sources of verification	Frequency of reporting	Responsible	
			2016	2017	2018	2019	2020			
2.1 - Rights holders have the knowledge and skills to monitor public budgets and track expenditures	2.1.1 - Number of women and men trained in public budget and expenditure tracking	2.1.1 - 793 Right Holders have been trained in budget tracking by JCP RFAG partners (Data not gender segregated)	2.1.1 - At least 150 women and men trained in budget and expenditure tracking	2.1.1 - At least 150 women and men trained in budget and expenditure tracking	2.1.1 - At least 100 women and men trained in budget and expenditure tracking	2.1.1 - At least 100 men and women attend refresher training on budget and expenditure tracking	2.1.1 - At least 100 men and women attend refresher training on budget and expenditure tracking	Partners report	Annually	Partners /JCP Programme Officer for RG
2.2 - Rights holders have monitored public budgets and tracked expenditure North-western, Southern, Eastern, Copperbelt provinces.	2.2.1 - Number of public projects that have been monitored by rights holders.	2.2.1 - 67 project were monitored between 2011 and 2015 by JCP RFAG partners	2.2.1 - At least 20 monitored	2.2.1 - At least 23 project monitored	2.2.1 - At least 25 project monitored	2.2.1 - At least 27 project monitored	2.2.1 - At least 30 project monitored	Partners report Monitoring reports	Annually	Partners /JCP Programme Officer for RG
2.3 - Rights holders have advocated for completion of stalled/delayed/divergent public projects in North-western, Southern, Eastern, Copperbelt provinces.	2.3.1 - Number of delayed/divergent public projects that are completed following budget and expenditure tracking by rights holders.	2.3.1 - Not documented	2.3.1 - Five (5) completed projects	2.3.1 - Five (5) completed projects	2.3.1 - Seven (7) completed projects	2.3.1 - Nine (9) completed projects	2.3.1 - Eleven (11) completed projects	Partners report	Annually	Partners /JCP Programme Officer for RG
Main activities under outcome 2: Budget tracking , Social monitoring , Advocacy and lobbying , facilitating engagement and Dialogue meetings, Research and capacity building, information dissemination										
Outcome	Global indicator	Baseline 2015/16	Target				Sources of verification	Frequency of reporting	Responsible	
			2016	2017	2018	2019	2020			
3. Right holders have contributed to improved policies and legal framework governing the mining industry	3.1 - Number of occasions where rights holders have advocated for improved policies, legal framework. (Mine Policy, Mines ACT, EITI law, FOI bill, draft constitution)	3.1 - NCA partners have contributed to improving the Mine Act, Draft constitution, EITI bill, 2015 Mine and Mineral development bill at second reading in parliament, Mines and mineral Development Policy 2013	3.1 - Research/Studies are conducted to identify existing gaps	3.1 - Engage relevant Government ministries and agencies and rights holders on policy provisions and limitations through dialogue meetings	3.1 - Monitor implementation of existing policies, laws and regulations and document findings	3.1 - Policy options and recommendations for improvements and or new laws, policies and regulations provided to key stakeholders	3.1 - At least 2-3 recommended policy options are adopted and implemented	Government Gazette, Parliamentary debates, Mines ACT, EITI act Mine and mineral development policy , Constitution Media reports Online report	Annually	Partners /JCP Programme Officer for RG
Outputs to outcome 3	Indicator	Baseline 2015/16	Delivery at output level				Sources of verification	Frequency of reporting	Responsible	
			2016	2017	2018	2019	2020			
3.1 Challenges and loopholes in existing legal framework have been documented and publicized.	3.1.1 Number of existing legal frame work reviewed	3.1.1 Most of the laws below are at development stage: 2008 Mines and Mineral development Act reviewed, 2015 Mine and Mineral development Bill, EITI bill, Draft constitution	3.1.1 - At least 2 identified legal frame works reviewed	3.1.1 - At least 2 identified legal frame works reviewed	3.1.1 - At least 2 identified legal frame works are packaged in layman's language	3.1.1 - At least of the 2 identified legal frame works are publicized	3.1.1 -At least of the 2 identified legal frame works are publicized and been used for advocacy	Government Gazette, Parliamentary debates, Mines ACT, EITI act Mine and mineral development policy , Constitution Media reports Online report	Annual	Partners /JCP Programme Officer for RG

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3.2 Right holders have advocated for improved standards, practices, policies and legal framework in the mining sector	3.2.1 Number of occasions rights holders have advocated for changes in standards/policies/legal framework and/or practices in EITI standards/policy /law, Mines law/policy, FOI law and Constitution	3.2.1 JCP RFAG have held 15 meetings with legislators on policy and legal reforms between from 2011 to 2015	3.2.1 - At least 20 occasions were RH advocate for policies and legal reforms	3.2.1 - At least 20 platforms were RH advocate for policies and legal reforms	3.2.1 - At least 20 platforms were RH advocate for policies and legal reforms	3.2.1 - At least 20 platforms were RH advocate for policies and legal reforms	3.2.1 - At least 20 platforms were RH advocate for policies and legal reforms	Media reports ,Surveys, EITI Act, FOI Act, New constitution, Mines and Mineral development Act /policy	Biannual/Annual	partners and JCP
	3.2.2 Extractive Industries Transparency Initiative (EITI) annual consolidation reports are publicized on improved standards	3.2.2 Four (4) Reported published by end of 2014 and the standards improved for wide inclusion of mining firms to reconcile and disseminated, Impact Assessment of EITI in Zambia	3.2.2 - One (1) EITI report published with improved standards as advocated by JCP partners	3.2.2 - One (1) EITI published with improved standards and disseminated to at least 30% of the targeted areas	3.2.2 - One (1) EITI published with improved standards and disseminated to at least 40% of the targeted areas	3.2.2 - One (1) EITI published with improved standards and disseminated to at least 50% of the targeted areas	3.2.2 - One (1) EITI published with improved standards and disseminated to at least 60% of the targeted areas	Media record , EITI reports partners reports , Online records	Annual	Partners , JCP
	3.2.3 Number of targeted advocacy campaign for legal reforms have been conducted at local and national level	3.2.3 JCP partners contributed to influencing on EITI bill and draft policy now in place , JCP partners contributed to influencing on National planning and budgeting bill now in place	3.2.3 - At least 3 targeted Advocacy initiatives are initiated or one targeted campaign is conducted	3.2.3 - At least 2 targeted Advocacy initiatives are initiated or one targeted campaign is conducted	3.2.3 - At least 1 targeted Advocacy initiatives are initiated	3.2.3 - At least 6 targeted Advocacy initiatives are followed up or one targeted campaign is conducted	3.2.3 - At least 2 legal reforms at national or local level are in place	Media report, EITI Act, By laws at council level	Biannual/ Annual	partners and JCP
3.3 Platform for public participation in influencing policies and legal framework have been strengthened	3.3.1 Different stakeholders are constructively participating in CSO and government platform to influence policies and legal framework	3.3.1 There are five existing platforms_ (ZAMI, ZTP, PWYP, Sectoral Advisory Group SAGs, Joint Annual Review), however has not translated in coming up with Joint strategy and follow up relevant duty bearer on identified issues.	3.3.1 - At least 2 platforms or strengthened	3.3.1 - Two (2) platform held to influence policies and legal framework	3.3.1 - Two (2) platform held to influence policies and legal framework	3.3.1 - Two (2) platform held to influence policies and legal framework	3.3.1 - Two (2) platform held to influence policies and legal framework	Media report, Online reports	Bi annual/Annual	Partners /JCP Programme Officer for RG
		3.3.2 - 16% of mining companies participating in the EITI process participated in the 2015 ZAMI	3.3.2 - 16% of mining companies in the EITI report participate ZAMI	3.3.2 - 20% of mining companies in the EITI report participate ZAMI	3.3.2 - 25% of mining companies in the EITI report participate ZAMI	3.3.2 - 30% of mining companies in the EITI report participate ZAMI	3.3.2 - 40% of mining companies in the EITI report participate ZAMI	Publications, Survey, ZAMI report		
3.4 Right holders have advocated for governance information to be made public	3.4.1 - Existence of a Right to Public Information Act that meets the aspiration of the stakeholders.	3.4.1 - Freedom of Information (FOI) bill available	3.4.1 - 100% of partners on RG have on their agenda or participate in championing for FOI act	3.4.1 - Information bill tabled back in parliament, Mobilisation of other CSO, Media and engagement of at least 40% of parliamentarians	3.4.1 - Engage 60% of parliamentarians on need for FOI Act	3.4.1 - Engage 75% of parliamentarians on need for FOI act	3.4.1 - FOI Act	Media records, partner reports, online sources	Annual	Partners /JCP Programme Officer for RG

Main activities under outcome 3: stakeholders mobilisation, Policy engagement, policy and legal framework advocacy and lobbying, research, policy review, publication policy briefs, information generation and dissemination, engagement and dialogue meetings, Networking and alliance building, Capacity building and awareness raising.

Outcome	Indicators	Baseline 2015/16	Delivery at output level					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
4.0 - Duty Bearers have been held accountable to community rights in the mining industry areas.	4.1 - Number of occasions where rights holders (women, men, boys and girls) have advocated for community rights	4.1 - JCP RFAG have held 15 meetings with legislators on policy and legal reforms between 2011 to 2015	4.1 - At least 10 companies and 10 government departments are responsive to the concerns communities	4.1 - At least 10 companies and 10 government departments are responsive to the concerns communities or % of investment in targeted communities	4.1 - At least 10 companies and 10 government departments are responsive to the concerns communities or % of investment in targeted communities	4.1 - At least 10 companies and 10 government departments are responsive to the concerns communities or % of investment in targeted communities	4.1 - At least 10 companies and 10 government departments are responsive to the concerns communities or % of investment in targeted communities	Community surveys, Media records, SEIA,	Bi annually	Partners /JCP Programme Officer for RG
	4.2 - Number of occasions where affected communities (men, women boys and girls) have been consulted on extractive industry operations, decisions or processes	4.2 - Consultations during EIAs	4.2 - Community are mobilised and organised and develop Modalities and terms of collaboration are established	4.2 - At least one platform for community consultations is established by JCP partners in targeted areas	4.2 - At least 25 % of the established/identified platforms are functional and being used by various stakeholders in targeted areas.	4.2 - At least 50 % of the established/identified platforms are functional and being used by various stakeholders in targeted areas.	4.2 - At least 75 % of the established/identified platforms are functional and being used by various stakeholders in targeted areas.	Community surveys/Meeting minutes between communities and other stakeholders (MNC, Government, Traditional leaders)	Annually	Partners /JCP Programme Officer for RG
	4.3 - Percentage of women in (formal or informal groups) that actively participate in decision making and/or consultation processes	4.3 - Baseline will be carried out within end of Dec 2015	Targets will be developed based on baseline value (TBD)	TBD	TBD	TBD	TBD	Minutes from meetings	Annually	Partners /JCP Programme Officer for RG

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Outputs to outcome 4	Indicator	Baseline 2015/16	Target					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
4.1 - Company or government practices and related effects have been documented and publicized/used for advocacy work.	4.1.1 - Number of researches conducted on company and government practices that negatively affect the public that are used for advocacy work	4.1.1 - Five (5) researches conducted by JCP RFAG partners	4.1.1 - At least 3 research conducted in targeted areas	4.1.1 - At least 3 research conducted in targeted areas	4.1.1 - At least 3 research conducted in targeted areas	4.1.1 - At least 3 research conducted in targeted areas	4.1.1 - At least 3 research conducted in targeted areas	Research reports, Partner reports, online reports, media reports	Annually	Partners /JCP Programme Officer for RG
4.2 - Multi-stakeholder dialogue platforms e.g. Alternative Mining Indabas) are established and/or strengthened for advocacy purposes	4.2.1 - Number of multi stake holders platform created for dialogue and engagement of communities, Civil Society Organisations (CSOs), Government and MNCs	4.2. - Four (4) Zambia Alternative Mining Indaba (ZAMI) held 2012	4.2.1 - At least 5 Dialogue meetings held on AMI recommendations	4.2.1 - At least 7 Dialogue meetings held on AMI recommendations with various stakeholder	4.2.1 - At least 7 Dialogue meetings held on AMI recommendations with various stakeholder	4.2.1 - At least 9 Dialogue meetings held on AMI recommendations with various stakeholder	4.2.1 - At least 10 Dialogue meetings held on AMI recommendations with various stakeholder	Partner reports, ZAMI reports, Online reports	Annually	Partners /JCP Programme Officer for RG
4.3.1- Rights holders have advocated for achieving community rights in mining industry areas in Southern, Copperbelt and North western Provinces.	4.3.1 - Number of occasions where right holders (women, men, boys and girls) have advocated for community rights	4.3.1 - Four (4) ZAMI held every year since 2012 and has been used to advocate for community rights. Environmental Impact Assessment (EIAs) conducted which have a legal requirement for community consultations	4.3.1 - At least 6 community based advocacy issues are identified in mining industries area in Southern, Copperbelt and North western Provinces	4.3.1- At least 3 of the advocacy strategies are developed in response to the identified issues identified areas in Southern, Copperbelt and North western Provinces	4.3.1 - At least 3 of the advocacy strategies are developed in response to the identified issues identified areas in Southern, Copperbelt and North western Provinces	4.3.1 - At least 3 of the advocacy strategies are developed in response to the identified issues identified areas in Southern, Copperbelt and North western Provinces	4.3.1-At least 3 of the advocacy strategies are developed in response to the identified issues identified areas in Southern, Copperbelt and North western Provinces	Partner reports, Monitoring report	Annually	Partners /JCP Programme Officer for RG
Main activities under outcome 4: facilitate Multistakeholder platforms for engagement (I.e. Zambia Alternative Mining Indaba), community mobilisation, awareness raising, dialogues meetings, trainings, need assessments: .										

¹. The actual Baseline survey will be carried out in December, 2015

Annex 4.4

Emergency Preparedness and Response Results Framework, Zambia

A results framework for emergency preparedness and response is under development, and will be finalized within end of November 2015

Annex 5: Funding strategy and targets

Year		2016		2017		2018		2019		2020	
Funding Type		Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian
Program me	EE	3516800	2344533	4200000	2800000	4500000	3000000	5220000	3480000	5940000	3960000
	RG	3904201	1673229	4900000	2100000	5810000	2490000	6300000	2700000	6580000	2820000
	GJ	3766460	2510974	4500000	3000000	4800000	3200000	5100000	3400000	5880000	3920000
Sub-Total		11187461	6528736	13600000	7900000	15110000	8690000	16620000	9580000	18400000	10700000
Percentage of total		63,15	36,85	63,26	36,74	63,49	36,51	63,44	36,56	63,23	36,77
Amount secured of											
Grand Total		17716197		21500000		23800000		26200000		29100000	

Match between JCP thematic programmes and current donors:

JCP Program per Donor	Economic Empowerment	Gender Justice	Resource Governance	Emergency Preparedness & Response (cross cutting)	Comments
DCA	Right to Food. Micro Finance.	Active Citizenship.	Active Citizenship.	Humanitarian Action. DRR.	DCA has priority on Partnership Development and Organizational Development
CA	Fair Shares in a Constrained World – Climate Justice and Inclusive Market Development	Equality for All	Power to Change Institutions	Fair Shares in a Constrained World – Climate Adaptation & Resilience, DRR and Risk Analysis	CA has a Partnership Policy.
EuropeAid	Food & Agriculture. Economic Growth. Environment incl. green economy.	Human Rights & Governance	Human Rights & Governance	Environment incl. DRR.	JCP and Zambia Land Alliance has an ongoing 3-year contract with EU (2013-15). JCP and WLSA is signing a new 3-year contract now (2015-17)
Czech Diaconia		Women in Governance and GBV			Czech Diaconia is funding JCP in 2015 and are interested in other programmes for 2016.
FORUT Norway		Alcohol, Drugs & Development. Women & Gender Equality.			Based on MoU between FORUT and NCA in Norway.
DFID Zambia	Rural Markets programme. Economic Advocacy Programme		Economic Advocacy Programme		JCP has received DFID funding via CA in London. Contacts maintained with DFID in Lusaka, but they are in “uncertain times”.
Swedish Embassy	Employment opportunities in rural and peri-urban areas. Productive businesses dev.		Strengthened democratic accountability, transparency, and increased awareness of human rights.		One concept note submitted in 2015 – rejected.

Finnish Embassy	Private sector development. Agriculture and rural development.		Budget support and good governance	Environmental management and mainstreaming and sustainable use of natural resources	JCP developed a concept note in 2015, but partners (JCTR and CTPD) failed to deliver for the application, and JCP decided not to apply.
USAID	Agriculture & Food Security		Democracy, Human Rights & Governance	Environment	Not yet approached. Often comes with political agendas

Annex 6: Planned evaluations

Programme/project	Year	Donor	Partner	Internal/external	Comments (size of project, evaluation requirement etc)
Gender Justice/46-cavassing contours and ridges - Towards Gender Justice in Eastern and Western Provinces of Zambia - Lot 2	mar.17	EU 80% + NCA 20 %	WLSA + JCP	Internal	Mid-Term project review with advisor from Europe HQ.
Gender Justice/46-cavassing contours and ridges - Towards Gender Justice in Eastern and Western Provinces of Zambia - Lot 2	aug.18	EU 80% + NCA 20 %	WLSA + JCP	External	End-of-Project Evaluation with external Team Leader
Gender Justice/ZEC WIG project	nov.16	Czech Diaconia and NCA/NORAD	ZEC	Internal	Mid-Term project review with advisor from Europe HQ.
Resource Governance/PWYP and Tax Platform (ZTP)	nov.17	DCA/Danida + NCA/NORAD	Caritas and CTPD	External	Mid-Term Evaluation with External Team
Economic Empowerment/ CHAZ Entrepreneurship and Microfinance project	end 2018	DCA/Danida	CHAZ	External	End-of-Project Evaluation with external Team Leader
Economic Empowerment/MDDD Vocational, Entrepreneurship and Value Addition project	mid 2017	NCA/NORAD	MDDD	Internal	Mid-Term project review with advisor from Europe HQ.
JCP Programme + Orgazational Review	mid 2018	NCA, DCA, CA and Czech Diaconia	JCP	Internal	NCA team leader with advisors from the other donors. Must include EPR, Gender, OD and fund raising
JCP End of Programme Evaluation	2019/20	NCA, DCA, CA and Czech Diaconia	JCP	External	Full external team