

**2011-2014
JCP Zambia**

June, 2015

Joint Country Programme Zambia



FOUR YEAR COUNTRY PROGRAMME REPORT

Table of Contents

1. EXECUTIVE SUMMARY	3
2. COUNTRY CONTEXT.....	7
3. GLOBAL PROGRAMMES.....	9
4. STRENGTHENING CIVIL SOCIETY	40
5. NCA'S OWN NETWORKING AND COORDINATION	47
6. MONITORING & EVALUATION (M&E)	48
7. ACCOUNTABILITY / HAP	49
8. STAFF AND ORGANISATIONAL DEVELOPMENT	51
9. RISK MANAGEMENT.....	52
10. FUNDING 2011-2014	52
11. EXIT STRATEGIES AND PLAN OF ACTION FOR NEW COUNTRY STRATEGY	55
12. ANNEXES.....	55

NB! Please find the overview of back donor per thematic programme at page 42.

1. EXECUTIVE SUMMARY

(A) ANALYSIS OF NCA'S/JCP'S ROLE IN ZAMBIA, COMPARATIVE ADVANTAGE

The Joint Country Programme (JCP) is a merger of three agencies, Christian Aid (CA), DanChurchAid (DCA) and Norwegian Church Aid (NCA), and was created in 2011 for purposes of working together within the ACT Alliance to: a) create synergy and positive sustainable development in the lives of the poor and marginalised people in the target communities of Zambia, but also to b) reduce costs and increase efficiency and effectiveness. The agreed JCP strategic framework 2011-2015 was developed with five thematic areas namely: *Access to Quality Health Care (AQHC)*, *Climate Change Adaptation (CCA)*, *Livelihood and Trade (L&T)*, *Resource, Finance and Accountable Governance (RFAG)* and *Women in Governance (WIG)*. The AQHC started out as a HIV/AIDS programme, but was expanded to a broader health programme, in agreement with CA and DCA.

With support from DCA and CA, NCA has been the lead agency in implementing the joint programme and running the office in Lusaka, Zambia. NCA Routines and Guidelines have therefore been used in programme development, management and implementation, as well as management of the representation.

This report captures JCP's programme performance for the first four years (2011-2014) with a focus on results at outcome and impact levels as stipulated in the agreed strategic framework. For JCP, this report gives us an opportunity to look back at and reflect on the changes we have realised with our partners; to assess what we have managed to influence, and draw lessons for the future strategic direction. The report is also an opportunity for JCP to reflect about effectiveness ("*are we doing the right things?*") and to also assess efficiency ("*are we doing things in the right way?*"). All these key dimensions regarding the impact of our programme are key for self-control, learning processes for future programming, fundraising and growth. JCP will be guided by the programme impact in the choice of our future strategic partners and other relevant stakeholders in improving support for dialogue, setting common targets, clarifying our common interests and coordinated actions. It's also key to tell JCP's 'story of change' for both transparency and accountability reasons - vertically and horizontally; for the targeted rights holders and for donor accountability. Working in partnership with local partners, most of the set objectives, which have contributed to the programme outcomes and impact have been achieved. NCA's/JCP's role and Comparative Advantage have been:

Long term partnerships and development:

Partnerships in JCP are a major added value¹ - within Zambia and with international partners in Europe.

In Zambia, and within the Joint Country Programme, the strength lies in long term partnerships with faith-based partners and civil society organizations, which in turn make it possible to have a balanced partner portfolio in the programmes. The faith-based partners have structures that are decentralised and rooted within almost all communities in Zambia, e.g. Council of Churches in Zambia (CCZ), Zambia Episcopal Conference (ZEC), Caritas Dioceses, Churches Health Association of Zambia (CHAZ), Zambia Anglican Council (ZAC), Evangelical Fellowship of Zambia (EFZ), Jesuit Centre for Theological Reflection (JCTR) and Zambia Interfaith Networking Organization (ZINGO) have decentralised structures which are rooted to the community levels. Faith-based partners carry an important mandate national advocacy towards the Zambian Government. For example, Mining Companies based on their long relationships in

¹ Joint Programme Evaluation of JCP, January – February 2015

communities, churches, congregations at local levels, which make them trustworthy and strong for example when they implement the *Zambian Church Declaration on Gender Injustice and Gender Based Violence*; or the *Publish What You Pay (PWYP)* and *Extractive Industry Transparency Initiative (EITI)* targeting more transparency with the mining sector and the government on tax revenues. CHAZ is 'the' most relevant stakeholder in Zambia when it comes to health improvements via their mission hospital and health advocacy. JCTR is feeding programmes with research e.g. regular statistic from food basket surveys in urban and rural Zambia, and JCTR is spearheading the *Grant Coalition* for a new constitution. ZINGO (umbrella of all faith-based organisations) has supported members' capacity building as well as coordination needs at national and local level. The civil society partners, like *Southern African Centre for Constructive Resolutions of Disputes (SACCORD)*, *Centre for Trade Policy Development (CTPD)*, *PELUM*, *Zambia Land Alliance (ZLA)* and *Zambia National Women's Lobby (ZNWL)*, have provided technical and evidence based statistics on trade and policy development (CTPD), monitoring of political violence and conflicts (SACCORD), and are strong on agriculture development project e.g. organizing small scale farmers and on land rights (PELUM & ZLA), whereas the *Zambia National Women's Lobby* are one of the monitors on gender equity data and gender development in private and government sector.

The 'international partnership' between the main funding agencies NCA, DCA and CA supporting the *Joint Country Programme (JCP)* is gradually getting stronger. The benefits in having a coordinated lead agency mechanism of working with the *Zambian partners*, where one PMER system and guidelines has been applied instead of three, has made life easier for some *Zambian partners* e.g. in reporting to JCP. However, there are still cost-efficiency improvements to harvest e.g. in programme and budget support to partners. The *NCA-DCA-CA MoU* and the *ACT alliance network* also mean access to a range of different funding sources from private collected, government back donors and *EuropeAid*, which gives JCP flexibility and stability e.g. when one government back donor suddenly scale down funding with very short notice. The *European Delegation* clearly regard a joint JCP structure as easier as they have to relate to one and not three organizations.

JCP and partners have over the four years gained cumulative experiences, mutual trust and respect in the partnerships and well suited to replicate and scale up JCP's turn over, with a focus on larger projects with fewer partners to sustain impact in target areas, core partners' development and maturity as well as JCP's cost efficiency and added value.

NCA's technical capacity and availability of resources from the three European-based agencies is another comparative advantage. The merger pooled resources together in terms of funding, asserts and personnel and has reduced expat cost and administration cost – compared to before the merger. JCP has used NCA's (lead agency) routines and guidelines for PMER of projects and programmes, which DCA and CA has accepted in the MoU. This has worked fairly fine when it comes to funding flow to partners, planning and monitoring. But when it comes to financial reporting to back donors, challenges have been seen. E.g. JCP had 14 different funding sources in 2014 and the reporting requirements for these sources are different, which means that financial reporting has been a major work load for JCP and it increases the administration percentage.

JCP has had access to technical programme advisors; support for PMER, IT, HR, filing, security, procurement, financial controlling and fund raising from Oslo – but also from London and Copenhagen, which has been an major advantage – provided coordination and communication is well managed. JCP Programme Staff have been active in NCA's global COPs and has managed to link partners' work with various COP priorities such budget tracking or learning from Sudan and Malawi on health facility development schemes.

Via regular field visits conducted twice per project, JCP managed to provide surveillance of programme implementation. Based on the partner narrative and financial reports as well as Audited Annual Financial Statement of Accounts, comprehensive annual narrative and financial reports have been produced focusing on annual results. Various forums: thematic partner forums and a partner Indaba is held annually to discuss programme management, share lessons and best practices and review programming for the following year. JCP has thus managed to create spaces for mutual partner dialogue and learning on best practices, lessons learnt. JCP Programme Officers have worked very closely with partners in assessing the partner project proposals and budgets. The technical, advisory and mentorship role happens throughout the project cycle interactions.

JCP management has increasingly engaged with the weakest partners on organizational challenges such as governance structures to improve accountable management (EFZ and ZNWL); restructuring of sub-units (ZAC-ZACOP), and where financial problems have been observed and internal/external audits have been completed (KZF, CHEP, EFZ, ZACOP, ZNWL).

Programme Monitoring and Evaluation: The monitoring of the projects performance has been based on Annual Plans and budgets for each of the five thematic programmes. JCP has been particular on impact monitoring, which is designed in such a way that rights holders in the projects take part in assessing their needs; what they do in projects and in following the (intended) changes that are happening at their household level and communities. Community stakeholder groups, project staff and occasionally funding agencies such as Isdell:Flowers from US and EuropeAid and staff from NCA, DCA and CA also participate in the monitoring of impact of the projects. Traditional leaders and faith based leadership such as headmen, women and Councillors, District Commissioners, Members of Parliament have taken part in the various forums organised by JCP for reflecting project performance. During the various engagements, JCP has encouraged communication and participation, to ensure that rights holders have their voices heard; bringing out not only positive but also subjective issues. JCP also encouraged an open mind, taking into consideration all kinds of impact; intended and unintended. A combination of various data sources have been used to triangulate results and outcomes.

JCP monitoring and meeting reports are shared with partners. Partners make their narrative and financial reports using NCA guidelines, which are used to make consolidated reports to NCA and the multiple back donors. JCP has also been providing quarterly progress reports in the JCP Zambia local Board and to the Cooperation and Coordinating Committee (CCC) comprising members from CA, DCA and NCA, a governance structure responsible for policy guidance, overall management and strategic direction of the programme.

Key Lessons learnt from 2011-2015 strategic plan: JCP had a number of lessons learnt and recommendations from both partner based evaluations, JCP midterm and end of project and programme evaluations. First and most important was the realisation that both programme and finance staff in both JCP and among partners need to undertake joint design, implementation, monitoring and evaluation of the projects for better reporting. As a result, JCP organised training for both partners and JCP staff in finance for non-finance. This improved the link between financial and progress narrative reporting. The training undertaken towards the end of 2014 is yet to have its impact on improved coordinated reporting within JCP programmes. The second lesson is the realization that JCP should reduce the number and spread of projects in order to ensure enhanced impact. The recommendation from the programme evaluation 2011-2014 is that focus on fewer thematic and geographical areas would deepen partnership engagement including strengthened capacity of partners to manage and deliver more effective services to their constituencies. JCP also realised the need for an improved mentorship role of Programme Officers as technical experts. It has been realised through

partner engagements that JCP should develop and support longer term partnership agreements which should focus on organizational development. Most partners have shown weaker institutional frameworks.

Limited synergy between the thematic areas was another lesson learnt and this is linked to the programme design. All thematic areas operated as separate entities and only towards the end of 2014 did the POs start having coordinated monitoring trips and partnership forums operated separately except during the Partner Indaba, financial training, gender mainstreaming workshop. Joint cross cutting issues such as advocacy, leadership and accountability could be jointly handled.

Through the lens of small and medium term micro enterprise development projects undertaken by Diocese of Monze, CHAZ and DMI Sisters, it has been learnt that the initiatives have multi-sector interventions; gender relations, governance, human rights, and sustainable livelihoods which were addressed through linkage building, brokering partnerships between the community based initiatives and private and business sectors on economic empowerment of RHs. The initiatives though small scale, fostered interrelated strategic objectives; increased community level capacities, fulfilled economic empowerment, transformed gender relations through women's increased access to and control of resources, and enhanced gender equity and effective service delivery such as improved access to markets. The initiative built assets in the result chain, promoted ownership and leadership and contributed to poverty reduction. Based on these lessons, JCP shall in the next strategy move towards partner based and long term initiatives by scaling up interventions aimed at accelerating attainment of economic empowerment at community levels targeting girls, women and youths.

In monitoring and evaluation, JCP has learnt that result based monitoring and evaluation starts with a result based design with clear gender disaggregated data in the results framework. Where these have been missing like in the Access to Quality Healthcare, it has been difficult to effectively measure the changes at the outcome and impact levels and also to associate the changes with JCP interventions. Another key lesson is that enhanced engagement, participation in the definition of development priorities and access to information are critical to sustainable development and ownership.

B: MAIN 4 ACHIEVEMENTS FROM 2011-2014

JCP, in working with the various partners over the 4 years has managed to achieve the following:

1. Capacity Building of partners: The partner consultative meetings, various annual reports and the programme evaluation have shown that over the 4 years, capacity building of partners during the 2011-2014 strategic plan has been the main benefit from the JCPZ programme e.g. a HAP training in 2013 for ADL and ZAC, and one in 2014 for CTPD. Another example is a finance training for partners in 2014 with Asset Africa which has resulted in improved quality of the annual financial statements. JCP has been identified as one of the few partners to CSOs that supports capacity building. JCP also supports a significant amount of resources for core programme support including administration. Through the capacity building in both programme service delivery, advocacy and monitoring and evaluation related topics such as financial management and result based reporting, JCP has contributed to increased knowledge, skills and competencies among partners.

2. Sustained Advocacy and engagement: JCP partners and stake holders have sustained coordinated pressure for increased transparency and accountability of national resources. Duty bearers, Government, private sector and traditional and faith based structures have been constructively engaged and are receptive to issues of gender justice and economic justice. For example, the government has started to re-engage the mining authorities with a view to re-negotiating the mining tax regime. There is evidence of increased women's participation in governance structure within JCP target areas. As a result, primary duty bearer (the Government) and secondary duty

bearers (e.g. religious leaders) have been fully engaged, are aware of the importance of accountability and transparency regarding the governance of national resources for the benefit of the communities. In the area of AQHC, CHAZ advocacy work through various forums to ensure government commitment to allocate at least 15% of its national budget towards health have yielded results. JCP has also participated over the four years in the Non-State Actors forum comprising donors and civil society organisations. This forum provides a high level information sharing and lobbying framework on common issues that affect the policy and legal context and issues relating to democratic governance such as decentralisation, NGO Act and Constitutional Reform processes, elections and rule of law such as the Public Order Act(explain what this is in a note).

3. Community Empowerment: Communities have been mobilised and citizens equipped with relevant knowledge and skills to claim their rights and contributed to the attainment of Gender Justice and Economic Justice. Capacity building has also been realised among rights holders within the communities. This empowerment has contributed to increased knowledge about their rights and in several communities such as host mining communities like Kalumbila in the Copperbelt Province, there is evidence of increased voice among the communities demanding and claiming their rights to land, their right to quality healthcare, right to decent jobs and salaries. Through the mobilisation and advocacy work of faith based actors and resource partners, community based advocacy is taking root in host communities. Communities are demanding transparency in the management of their resources as well as accountability. JCP and partners challenge communities to speak up and engage their local leaders and local investors even though they are sometimes intimidated by powerful investors who corrupt decision makers. Within WIG, the empowerment of women has led to increased representation of women in decision making structures and their increased abilities to articulate the development agenda.

4. CSO influencing policy and legal frameworks on economic and gender justice: This is evidenced by active participation of JCP partners to engender the national constitution. WLSA for example played a leading role in close collaboration with Ministry of Gender and Child Development (MGCD) and other women's organisations in the development of the current Gender Equality Bill aimed at enhancing gender justice. During the period under review, The Gender in Development Division (GIDD) was elevated to Ministry of Gender and Child Development. In the area of livelihood and trade, communities in target areas are mobilised, food secure and economic and climate related vulnerabilities reduced. The availability of water for agro-activities have contributed to creation of sustainable alternatives for food security.

2. COUNTRY CONTEXT

Zambia has continued to register positive economic growth for the past 10 years and has continued to enjoy political stability with the projected economic growth of 6 to 7 percent per annum for the next five years. The impetus of the growth will rely on the endowment of the natural resources, which could provide an avenue for the required economic development. With a strong growth, the economy managed to reach the lower middle-income status with a nominal per capita income of US\$1,299². Investor confidence increased as evidenced by the successful issuance of the US\$ 750 Euro bond. The economy has however, remained dependent on copper and cobalt mining for more than 70 years. Zambia possesses 6 percent of known world copper reserves and the resources available to existing mines in Zambia are estimated at 2.8 billion tonnes of ore ranging between 0.6 percent and 4 percent copper³.

² World Bank (2013), Country Partnership Strategy, World Bank, p 1.

³World Bank (2011), *What Would it Take Zambia's Copper Mining Industry to achieve its Potential?* (Report No. 62378-ZM), World Bank, USA, p ii.

Despite being endowed with abundant natural resources, Zambia has continued to face daunting high poverty levels; ranked in the Human Development Index⁴ (HDI) below the Sub-Saharan Africa average. In 2011, the HDI was 0.430, a rank of 164 out of the 187 countries, over time the HDI for SSA increased from 0.365 in 1980 today and Zambia falls below this regional average⁵. The 2014 Human Development Index (HDI) ranked Zambia at 163th out of 187 countries (based on an HDI value of 0.448) – putting it squarely in the category of countries with “low human development,” below the average for sub-Saharan Africa (HDI value of 0.475). Zambia continues to face extreme poverty estimated at 42 per cent⁶ of the total population (5.4 million) while moderate poverty is 18.2 percent⁷ (2.4 million people) showing that a large segment of the population is still unable to afford the cost of a minimum food basket. The period 2011-2014 has also shown that rural communities experienced extreme hardships. Work undertaken by JCTR has shown that challenges have been caused by “*mismanagement of Community Development Funds, poor quality works commissioned to improve rural infrastructure and miss-targeting of the social cash transfer.*”⁸ Most rights holders JCP works are affected by these conditions.

Economic governance issues; inconsistent fiscal disciplines, mismanagement of public resources, corruption and political patronage have severely affected Zambia’s economic and social development status approximated at 43% (or about 8,000,000 people) still living in extreme poverty. Extreme poverty is higher in rural areas and is mainly due to limited access to physical and social infrastructures such as road and medical facilities which have a negative effect on development. Remarkable disparities exist between the rural and urban populations. For example, 83% of urban women deliver assisted by a skilled birth attendant while in rural areas only 31% have this luxury.

Just over 1 in 13 Zambian children die before they turn 5 years, but under-five mortality (deaths per 1,000 live births) has dropped from 119 to 75, and infant mortality (deaths per 1,000 live births) fell from 70 in 2007 to 45 in 2013-14. The nutritional status of children under 5 has not, however, improved: The prevalence of underweight children (too thin for age) was unaltered at 15% from 2007 to 2013-14, but stunting (too short for age) improved to 40%.

The HIV prevalence for women and men aged 15-49 has reduced to 13.3% in 2013-14, down from 14.3% in 2007. The prevalence is slightly higher in women than in men. 80.2% of all women aged 15-49 and 63.7% of all men have been tested for HIV. 12.8% of men aged 15-49 have paid for sex. Among the men paying for sex in the 12 months before being interviewed, 60.4% used a condom.

43.4% of women aged 15-49 have experienced physical violence since they were 15 years old, while 17.4% have experienced sexual violence. The most common perpetrator is a current or former husband or partner. However, only 0.2% of women aged 15-49 reported having experienced sexual violence before the age of 10, putting the many reports of defilement into perspective. Only 26.2% of men aged 15-49 have never tried to control their wives by displaying any of five behaviors, including getting jealous or angry when she talks to another man, frequently accusing her of being unfaithful, not permitting her to meet her female friends, trying to limit her contact with her family, and insisting on knowing where she is at all times. 12% of married women and 7% of married men live in polygamous relationships.

⁴The HDI looks beyond Gross Domestic Product to a broader definition of wellbeing, it provides a composite measure of three dimensions of human development: living a long and healthy life, being educated, and having a decent standard of living (income)

⁵World Bank (2013), Country Partnership strategy, Zambia Country Management Unit, Lusaka, Zambia, p 3.

⁶ Republic of Zambia , Central Statistical Office (2011), Living Conditions Monitoring Survey Report 2006 and 2010 Living Conditions , Monitoring Branch, Central Statistical Office, Lusaka, p 182.

⁷ibid, p 182.

⁸ JCTR Basic Needs Basket, 2014.

Teenage marriages (married at 15-19 years) are more common amongst girls (16.5%) than boys (1.0%).

68% of all women and 83.0% of all men are literate. The median years of schooling in urban and rural areas are 6.4 and 3.0, respectively. 8.4% of women and 3.7% of men aged 15-49 have no education, down from 10% and 5% in 2007. 48.8% of women and 72.9% of men aged 15-49 were employed at the time of the survey, with almost half of them working in agriculture.⁹

The Zambian government under President Sata tried to use the NGO Act from 2009 and the Information Act politically to influence the civil society actors in Zambia – especially those opposing government with advocacy campaigns for a new constitution. All INGOs and NGOs have been asked to re-register under the new NGO Act, and many have – mostly those who are not a threat to government e.g. those implementing service delivery projects. Others (mainly national advocacy NGOs) have not registered and has taken the government to court. JCP was also affected as CA is registered under the Companies Act and NCA/DCA under the Societies Act. The later are (so far) exempted from re-registrations as they are faith-based.

3. GLOBAL PROGRAMMES

JCP has five thematic programmes namely: Access to Quality Health Care with six projects under Catholic Diocese of Ndola (CDN), Zambia Anglican Council, and Churches Health Association of Zambia (CHAZ). The second thematic area is Climate Change Adaptation (CCA) and most of the projects under CCA were a carryover from Norwegian Church Aid in 2010 as operational projects. The CCA Programme in Zambia has been slowly rolling out through implementing partners such Lutheran World Federation, CHAZ, and Council of Churches in Zambia, Monze Diocese, Caritas Chipata, Keepers Zambia Foundation and the Zambia Climate Change Network. There was also some one-off advocacy work carried out through the ACT Forum partners in Zambia in partnership with the Zambia Youth Climate Change Network in 2011 prior, during and after the COP 17 in Durban. The CCA Programme has since inception had the smallest number of partners and projects due to funding limitations.

Livelihood and Trade has from 2011 to 2014 had eight projects under Zambia Land Alliance, Monze Diocese, PELUM-Zambia and Jesuit Centre for Theological Reflection (JCTR). Resources, Finance and Accountable Governance has ten projects with five partners: Centre for Trade Policy and Development (CTPD), Zambia Episcopal Conference ZEC (Caritas National & Caritas Solwezi), Council of Churches in Zambia (CCZ) with two projects, Evangelical Fellowship of Zambia (EFZ) with one project, Southern Africa Centre for Conflict Resolution and Development (SACCORD) with one project and Civil Society for Poverty Reduction (CSPR) with one project. Women in Governance (WIG) has six projects with five partners; Council of Churches in Zambia with two projects, and Evangelical Fellowship of Zambia (EFZ) with one project, Zambia Episcopal Conference with one project and a newly acquired partner in 2014 has been Young Women in Action. By Dec. 2014 JCP managed a total of 45 projects with 23 partners.

A) PROGRAMMES RESULTS IN THE JOINT COUNTRY PROGRAMME 2011-2014

This section provides an overview of JCP Programme results arranged by thematic area. Five Tables; A1-A5 provide the summary of the major outcomes and impact over the

⁹ Zambia Demographic and Health Survey (ZDHS) 2013-14, released in March 2015

four year period. Using the baseline situation- the values/status of the given indicators in 2011 is compared to the 2014 situation. The status of various indicators shows a much greater improvement in the social and economic conditions of the rights holders including the participation in decision making structures in targeted communities and an increased response by duty bearers on various rights demands by the rights holders.

A1: ACCESS TO QUALITY HEALTH CARE RESULTS TABLE

The AQHC programme had two major outcome areas. The Social Mitigation of HIV and AIDS focused on supporting people living with HIV, especially women. As a result of the support from JCP and the partners, RHs who comprised more than 50% of women benefitted from the legal, social and economic support which enhanced their knowledge and skill levels on various aspects of HIV and AIDS. For example, although the projects were unable to document the numbers of leaders and members of faith communities who had changed their attitudes partner reports indicate increased acceptance of persons Living with HIV in the communities as well as infected faith leaders being much more open about the pandemic. It's estimated that 600 OVCs accessed psycho social support and physical support from JCP and the partners and acquired the lifesaving knowledge and skills.

Outcomes	Indicators	Baseline /value 2011	End target /year	Status as of end 2014
Planned outcome		What was the value /status of the indicator in 2011?	What is the target at the end year and what year is defined as end for this indicator?	What is the status of the indicator at the end of 2014?
SOCIAL MITIGATION OF HIV AND AIDS PROGRAMME				
1-People living with HIV, in particular women, benefit from legal social and economic assistance from JCP partners (under AQHC as outcome 4)	1.1-Improved livelihoods for women living with HIV and AIDS	11% of PLWHA benefitting from legal social and economic assistance (about 2,454; 969 men, 1485 women)	1.1 Target of 15,834 (6,334 men; 9,500 women) (Source: Revised SOI, 2014).	1.1 CHAZ: 7, 039 people empowered financially by 2014 1.2 ADL: 650 OVC (75% girls) households are benefitting from the legal, social and economic assistance by 2014
	1.2-Increased awareness of social economic and legal rights	1.2 15% of 26, 341 (3,951) RHs were aware of their social, economic & legal rights	1.2 30% increase in the number of RHs that are aware of the social, economic and legal rights by 2015	1.2 About 650 RHs have increased levels of knowledge and understanding of the social, economic and legal rights (260 men; 390 women)
	1.3-Decreased stigma and discrimination among religious leaders and faith communities	1.3 In 2011, faith leaders and communities were less receptive and accepting persons with HIV and AIDS.	1.3 60 Faith Leaders as entry points into faith communities.	An increased number of faith leaders and communities are going for VCT and HIV and

		PLWHAs were discriminated against and stigmatized.		AIDS positive members from the faith communities are increasingly being accepted and are accepting their status. (no information on number of faith communities sensitized)
2-Orphans and Vulnerable children benefit from social, psychosocial and physical support from JCP and partners	2.1- Increased number of children affected by HIV and AIDS accessing social and psychosocial support	2.1 Target area population was 22, 150 in 2011. 25% of HHs were OVC Affected HHs.	2.1- About 600 OVCs were targeted for support by 2014	600 OVCs accessed psycho social support and physical support from JCP and the partners and acquired the lifesaving knowledge and skills.
			2.2 About 650 OVC households targeted for support by 2014 (Female: 2, 340 & male: 1, 560)	100% OVC from targeted households supported The 757 OVCs received support and participated in education and received Nutrition support by 2014.
3.-Malaria incident rates reduced amongst the most vulnerable	3.1- Decline in reported cases of Malaria among targeted communities	3.1 (a) Malaria incidences about 323 cases per 1000 in 2011	3.1- (a) Reduction of malaria incidences in project areas by 80% from 2011 to 2015.	3.1 (a) -Malaria incidence rate reduced amongst the most vulnerable in the Project sites. By 2014, Malaria fatality rate was estimated at 110 per 1,000 population (MDG 2014 Progress Report) 1,170 beneficiaries treated for malaria at health Centre
		3.1 (b) 43.1% of targeted RHs owned at least one LLITN	3.1 (b) 95% of RHs own at least one LLITN	3.1 (b) 10,666 Households received LLITNs and 95% were using LLITNs correctly & consistently.

				-87% of project site covered by LLITNs distribution ¹⁰
		3.1 (c) 54.7% of pregnant women & 48.4% of under five children slept under a mosquito net (ZAC Baseline Survey – Kazungula District Southern Province)	3.1 (c) 80% on correct and consistent use of LLITNs	3.1 (c) 95% of both pregnant women and under five children slept under a mosquito net
		3.1 (d) 54% of people recognized signs and symptoms of malaria	3.1 (d) 95% recognized signs and symptoms of malaria by 2015	3.1 (d) 46,200 people sensitized on the recognition of malaria symptoms and 70% were able to recognize signs and symptoms of malaria
ACCESS TO QUALITY HEALTH CARE PROGRAMME				
1-Rights holders have the knowledge and means to protect themselves from diseases that are likely to represent a significant risk to health	1.1 Percentage of rights holders that know the malaria symptoms and treatment	1.1 2011 positivity rate of malaria was about 14%	1.1 Target is complete elimination of malaria by 2025 in line with Government effort	1.1-Through CBMI, 21, 227 people in 2013 gained knowledge through various IEC messages. In 2013 positivity rate was 11.7% while in 2012 it was 13%.
	1.2-Number of rights holders go for relevant malaria testing and treatment services	1.2 15% of 7, 858 targeted had access to malaria testing	1.2 Target 2, 560 pregnant women by 2013	1.2-In 2013, 48% had access to malaria testing up from 19% in 2012. 830 women were reached ¹¹
	1.3-Number of rights holders receiving Long Lasting Insecticide Treated Nets (LLITN)	1.3 14% of 12, 286 targeted HHs had LLITNs	1.3- Target 80% of targeted 12, 286 RHs receive LLITNs	1.3 -80, 000 LLITNs distributed in 2012. In 2013, 97.65% of the 12,

¹⁰ 95% of RHs (10, 666 HHs) were using LLITNs correctly and consistently

¹¹ The following were accessibility indicators that were used:

1. Rural households living within 5km of the nearest health facility
2. Rural households that were under monitoring, active surveillance rapid diagnostic testing (RDTs) and care of Community Malaria Control Agents (each of their coverage ranged from 200 to 500 people/HHs)
3. Number of RHs that take less than 2hrs to reach a Health Facility and those in 2hrs and more
4. Number treated for Malaria at Health facilities

				<p>286 households consistently & correctly used their nets.</p> <p>Overall, 87% of the population have received and are using the LLITNs and incidence rates have dropped from 148/1000 to between 112 and 110/1000 in 2012</p>
2.National duty bearers are influenced to deliver on the right to primary health care services	2.1. -Government allocation to health care sector will maintain or surpass 15% commitment beyond 2015	2.1 12% of national budget allocation	2.1 Budget allocation to health sector of 15% minimum by 2015	<p>2.1.1- Government included commitment into the National Health Strategic Plan (NHSP) 2011-15. Allocation increased from 1.7 billion in 2011 to 4.2 billion in 2014. Increase in allocation is from 9.3% to 11:93% in 2010 and 15% in 2013.</p> <p>2.1.2-Government created 2300 positions for Health Workers in 2013</p>
	2.2-Number of communities reporting increased primary health care Financial allocations	2.2 No determined	2.2 20% increase in communities reporting by 2015	2.2 Due to limited financial resources to cater for 100%advocacy budget, rights holders were not adequately engaged in advocacy. Nevertheless, 3 CHIs reported significant stock levels of medicine
3.Rights holder have access to safe maternal and child care services	3.1 Number of rights holders accessing health services	3.1 in 2011 Child mortality rate was 76% per 1000 births and maternal mortality rate 483 per 100, 000 live births	3.1 Target of 6, 089 by 2013 and maternal mortality target of 162.3 per 100, 000 live births by 2015	<p>3.1 Increment of 69% of rights holders being reached with PMTCT. 10, 161 people reached against target of 6, 089.</p> <p>-Reduced national maternal</p>

				mortality rate from 483 per 100,000 live births to 339/100,000 live births in 2014 (MDG Report; 2014). The project contributed to this change.
--	--	--	--	--

A2: CLIMATE CHANGE ADAPTATION RESULTS TABLE

Outcomes	Indicators	Baseline /value 2011	End target /year	Status as of end 2014
Planned outcome		What was the value /status of the indicator in 2011?	What is the target at the end year and what year is defined as end for this indicator?	What is the status of the indicator at the end of 2014?
1. Rights holders have diversified and strengthened own livelihood assets	1.1 % of adoption of sustainable land use practices particularly conservation and organic farming and agro-forestry	1.1 20 % of small scale farmers practicing sustainable land use, conservation farming & agro-forestry.	-50 % of the target 3,000 households practicing sustainable land use, conservation farming & agro-forestry in the target District of Chipata by December, 2012	-About 60 % (2, 850 households) of the target 4, 750 households practicing sustainable land use, conservation farming & agro-forestry in Chipata, Nyimba, Mambwe, Zambezi, Lukulu & Kabompo Districts
	1.2 % of the rights holders reached by the project who have implemented land use management	1.2 20 % of rights holders reached by other like Organizations already implementing land use management	— 6, 000 rights holders representing 3, 000 households implementing land use management by December, 2012	— 80 % of the target 4, 500 households in Chipata, Nyimba, Mambwe, Zambezi & Kabompo Districts implementing land use management by December, 2014
	1.3 % of improvement in availability to diversified food sources among rights holders	1.3 10 % available diversified food sources among rights holders	-60 seed multipliers representing 2 % of the 3, 000 target households improve availability to diversified food sources among the 3, 000 rights holders in 2012	-12 % of the target rights holders access diversified food sources in Nyimba & Mambwe by December, 2014
				30 % (1, 210 rights holders) of the target 4, 075 households in Chipata, Nyimba, Mambwe & Zambezi Districts
2. Rights holders have addressed climate induced risks for increased resilience	2.1 No. of rights holders applying indigenous and technical adaptation knowledge	2.1- Nil applying both indigenous & technical adaptation knowledge	30 rights holders in Lukulu District applying both indigenous & technical adaptation knowledge by December, 2012	46 rights holders in Lukulu, Nyimba & Mambwe Districts applying both indigenous & technical adaptation knowledge by December, 2014

	2.2 % of population in target areas covered by CCA measures	2.1 No measures in place in target communities	25 % rights holders targeted in Lukulu for water harvesting technology December, 2012 60 % of the rights holders targeted for water harvesting technology in Nyimba & Mambwe by December, 2014	152 women & men of over 600 targeted households trained and equipped with Treadle Pumps Nyimba & Mambwe for Irrigation by December, 2014.
	2.3 % of rights holders with access to improved drought & flood management	2.3 60 % of rights holders with access to improved drought & flood management facilities	80 % of rights holders in Kabompo, Chipata, Mazabuka, Siavonga, and Sinazongwe Districts have access to improved drought & flood management facilities by December, 2012	80 % of rights holders in Chipata, Mazabuka, Siavonga, Sinazongwe, & Lukulu District have access to improved drought & flood management facilities by December, 2014
3. RHs have access to DRR measures and are more resilient to natural disasters	3.1 % of rights holders from target communities that have integrated DRR measures in their livelihood interventions	- Nil	3.1a.1-2 early warning centres established in Lukulu District by December, 2012	10 information early warning centres established by December, 2014 in Nyimba & Mambwe Districts
			3.1b 10 early warning centres established in Mambwe & Nyimba by December, 2013	
			3.1.2-2 Seed Storage Banks constructed in Lukulu District by December, 2013	2 Seed Storage Banks constructed in Lukulu District by December, 2014
	3.2 No. of rights holders that will receive early warnings at community level from the established systems	3.2-10 % of rights holders receive scanty information through radios on anticipated rainfall pattern from the Hydro-meteorological station in Lukulu District	3.2-1, 200 women & men receive early warnings in Lukulu from 2 established early warning Centres by December, 2013	The 2 early warning centres not established by December, 2014 in Lukulu District, rights holders still dependent on information from Hydro-meteorological station
	3.3 No. of Rights holders covered by EWS and response systems	3.3 10 % covered by early warning system but no response systems exist	90 % of people exposed to hazard risks receive early warning information & covered by response systems in Lukulu District by December, 2013	10 % still covered by early warning system but no response systems established in Lukulu District by December, 2014
4. Duty bearers include	4.1 No. of CCA thematic	4.1 Nil	4.1.1 Attend all monthly	Participation in CCA

CCA and DRR measures in budgets and policies	partner forums held within Zambia & regionally to network & link with regional & global agenda on CCA		preparatory meetings for participation in the UNFCCCOP 17 in Durban	forums through the ACT Regional forum in 2012			
			4.1.2 1 regional conference for church leaders to discuss & issue a joint communique to World Leaders to the COP 17 by December, 2011	Participate in Community of Practice (WHF) in 2012			
			4.1.3 2 sensitization workshops held to educate over 200 Youths on climate change science	50 % outreach in communicating & information sharing to 20 CCA NGOs & 500 rights holders by December, 2014			
4.2 % increase in budget allocation by Government reducing on Donor dependency to CCA projects (NAPs)	4.2 Nil	4.2 Hold 1 District stakeholder meeting to discuss climate financing to District activities in Lukulu by December, 2012	4.2 Hold 1 District stakeholder meeting to discuss climate financing to District activities in Lukulu by December, 2012	Participation in CCA budget tracking on Government budget, funding & allocation by December, 2014			
				4.3 % increase of DRR project interventions in marginalized communities of Zambia	4.3 20 DRM Plans in place nationally	4.3 Participate in rolling out DRM & Climate Resilient Plans in Lukulu & Kabompo by December, 2013	Rolling out Climate Resilience interventions in Kabompo District by December, 2014
				4.4 Number of policies and laws enacted to address climate change challenges in Zambia	4.4 Harmonization of agricultural & energy sector policies & legislations	4.4 Agriculture & energy sector policies harmonized by December, 2012	Participate in the harmonization of agricultural, water resources management, & energy policies by December, 2014
5. Poor communities are sustainably operating and managing alternative energy sources in target rural areas (from Old Results Framework)	5.1 Increased involvement of women in the installation and maintenance of solar installations at community level	0	6 women trained and involved in installation & maintenance of solar installations at community level by December, 2011	6 women trained in India in installation & maintenance of solar installations at community level			
		6 women to be trained as Solar Engineers	32 women trained by the 6 women trained in India to be Trainers of Trainers in 16 other communities and are installing & maintaining solar installations at community level				
	5.2 Increased use of solar energy for household and community energy needs	2 % of rural communities with access to clean energy- hydro or solar	2, 000 households in 20 communities in 3 Districts in North-Western Province & 2 Districts in Western Province have solar energy for household & community needs	200 households in 4 community in Kabompo District in North-Western Province have solar energy for household & community needs			

A3: LIVELIHOOD AND TRADE RESULTS TABLE

Outcomes	Indicators	Baseline	/value	End target	Status as of end 2014
----------	------------	----------	--------	------------	-----------------------

		2011	/2015	
Planned outcome		What was the value /status of the indicator in 2011?	What is the target at the end year and what year is defined as end for this indicator?	What is the status of the indicator at the end of 2014?
Outcome 1 Rights holders are organized to secured sustainable livelihoods in rural and urban environments	1.1 No of rights holders organized into groups to improve own livelihood	50% (6489)	90% (16200)	Approximately 23089 rights holders were organized into groups by the end of 2013 exceeding the 2015 projected target
	1.2 No of rights holders with increased food and income security status	20% (2596)	60% (10800)	Approximately 19341 rights holders (8717 female and 10624 male) had increased food and income security status by 2013 exceeding the 2015 projected target.
	1.3 No of rights holders with increased access/ownership of livelihood assets	20% (2595)	80% (14400)	Approximately 10000 beneficiaries had increased access and/or ownership of production assets e.g. land, livestock, irrigation equipment, seeds, fish fingerlings etc from the programme.
Outcome 2 (NCA global outcome 7): Rights holders have gained access to domestic and/or international markets	2.1 Increased no of women and men in targeted communities that are food and nutrition secure	Inadequate levels of food and nutrition security among targeted communities	Continued strengthening of the food systems at community level through promotion of appropriate post-harvest handling	The food security and nutrition of the target group has improved significantly compared to 2011. The most significant changes have been with those that are living in rural areas in farm households. The changes have been mainly due to improved farm productivity and involvement of the target group in various farm and non-farm income generating activities.
	2.2 Small producers' capacity to access bigger market share (sales and returns) increased	limited market access (mainly local)	Increased market share and returns to small producers	It is difficult to assess the status of this outcome because the programme was not able to support work in this area at beneficiary level until 2014 though partners received training in Participatory Markets Systems Development (PMSD) in late 2012. This approach promotes pro-poor marketing. Despite this set back reports from beneficiaries indicate that they are more involved in producing for the market rather than home consumption only albeit in a non- structured manner.
OUTCOME 3 (NCA global outcome 8): Targeted duty bearers are influenced to develop or comply with land rights for the marginalized and vulnerable groups	3.1 Land policies and legal frameworks provide for equitable security of tenure on customary land and statutory land	Customary land is not adequately provided for under current legal frameworks	Land policies and legal frameworks provide security for customary land holders	The process of developing legislation on customary land tenure started in 2013. The law is being developed by the Zambia Law Development Commission (ZLDC). One programme partner, Zambia Land Alliance (ZLA), has been actively involved by providing technical input to ZLDC based on various experiences related to pilots on documenting customary land rights through issuance of customary (or traditional) certificates by traditional leaders in Nyimba and Petauke
	3.2 Increased documentation of customary land rights	Pilot models for documenting customary land conducted	Increased recognition of customary land certificates as proof of land ownership	ZLA has been involved in promoting documentation of customary land rights through supporting traditional leaders in insurance of customary land certificates. This started with a pilot projects in Petauke and Nyimba districts and is being rolled out to other districts with JCP support i.e. Solwezi, Gwembe and Monze districts. The land certificates

				are locally recognized in the target districts as proof of land ownership. They are also gaining recognition among local court justices. Recently, a woman in Monze district presented a land certificate issued by Chief Monze as proof of ownership in a legal dispute presided over by a local court justice and the case was ruled in her favour. This is one of the outcomes of promotion of land certificates as proof of ownership done by Monze District Land Alliance (MDLA) in partnership with ZLA.
	3.3 Increased transparency and accountability within customary land governance	Traditional leaders accommodate negative cultural practices that result in insecure land tenure especially for women; traditional leaders allocate land with inadequate community consultations	Traditional land governance structures become more participatory and democratic e.g. through land committees; Reduced land displacements as a result of victimization of marginalized villagers by their traditional leaders	JCP and partners especially ZLA and Monze Diocese Development Department (MDDD) have significantly contributed to creating awareness on land rights and the roles and responsibilities of leaders in land alienation. There has been a significant rise in land displacements in the target communities owing to increased demand for customary land especially in areas close to natural resources such as water fronts as well as those near urban centers. Traditional leaders have been involved in perpetuating displacements in some cases owing to the absolute power that they enjoy. Creating of awareness on their roles and responsibilities among rights holders and the traditional leaders has in certain cases yielded positive results that have resulted in reduced incidences of displacements. However, these positive developments have occurred only in limited cases and a lot more needs to be done in terms of advocacy for changes in the traditional structures to become more inclusive and democratic.
Outcome 4 (NCA global outcome 9): Targeted duty bearers are influenced to develop or comply with national legislation and international standards for sustainable livelihood and economic justice	4.1 Duty bearers are influenced to allocate sufficient resources to support rural and agricultural development	Less than 10% of the national budget is allocated to agriculture	Increased allocation and disbursement of the national budget to agriculture and rural development by at least 10% (Maputo declaration & Comprehensive African Agriculture Development Programme (CAADP targets))	The annual allocation to agriculture in the Zambian national budget has remained below 10% despite the Government being signatory to the Maputo Declaration and CAADP. Programme partners MDDD, Jesuit Centre for Theological Reflection (JCTR) and Participatory Ecological Land Use Management (PELUM) Association have raised awareness on the budgeting process among rights holders and made annual submissions to the Ministry of Finance and National Planning (MFNP). This has resulted in increased involvement of rights holders in monitoring budgetary disbursements especially to rural development and demands for increased accountability in use of the Constituency Development Fund (CDF).
	4.2 Duty bearers are influenced to implement social economic policies that improve the living conditions of the poor	High poverty levels characterize the rural and urban poor	Continue to monitor enforcement of laws and policies that protect the rights of the poor to a dignified life	Zambia was reclassified as a middle income country in 2011 owing to a steady rise in the Gross Domestic Product (GDP) since 2007. However, poverty levels especially among the rural and urban poor. Inequality has increased especially among the urban rich and urban poor.

A4: RESOURCE, FINANCE AND ACCOUNTABLE GOVERNANCE RESULTS TABLE

Outcomes	Indicators	Baseline /value 2011	Status as of end 2014
<i>Planned outcome</i>		<i>What was the value /status of the indicator in 2011?</i>	<i>What is the status of the indicator at the end of 2014?</i>
OUTCOME 3.4.1- Rights Holders have engaged in budget monitoring and tracking of public resource	3.4.1.1 No. of government budget and planning processes where rights holds participate/provide input	3	.18 ¹²
OUTCOME 3.4.2-Rights Holders have claimed their right to benefit from natural resources	3.4.2.1- No. of right holders involved in tracking expenditures in public projects	Low level of participation	270 RH had were actively involved in monitoring the budget and tracking the resources
	3.4.2.2-No. of occasions Rights Holders openly/publically claim their rights to benefit from natural resources	Low numbers of occasions for RH claiming their rights	3 ZAMI meetings, live radio programmes and dialogue meetings between RH and DB.
	3.4.2.3-Increase in tax revenue collected from natural resources (Local and national)	ZMW 3.79 Billion	The latest EITI reports shows that the revenue collection has doubled to ZMW 7.7 Billion since 2011 representing 30% revenue contribution to Government revenue.
	3.4.2.4- No. of people who have been compensated due to land loss/environmental degradation or relocation	Low levels/ non compensation of RH for their loss	792 community members were compensated (692 in Solwezi and 102 in Sinazongwe)
OUTCOME 3.4.3-: Duty bearers have been challenged to demonstrate increased transparency and accountability of public financial flows	3.4.3.1- Increased number of rights holders participating in budget mechanisms	Low levels/nonparticipation in budget processes	270 RH had participated in budget tracking activities
	3.4.3.2-Increased number of downwardly accountable budget mechanisms	Low number of downward mechanism	4 existing mechanism provided the spaces for RH to participant in the budget processes used including Council meetings, Provincial Development Coordinating Committee meetings (PDCC), District Development Coordinating Committee meetings (DDCC) Sectoral Advisory Groups meetings (SAGs)
	3.4.3.3 – No. of faith & traditional leaders speaking	Low number of faith and traditional leaders voicing out on transparency issues	At least more 100 faith and traditional leaders speaking out on issues of accountability and transparency through interaction with JCP partners

¹² The processes are the same year in year out (5 processes annually) and JCP partners have engaged in those process several times, so total for 2011-2014 is 18.

	out on issues of accountability, transparency & public financial flows		
OUTCOME 3.4.4: Targeted extractive industries have been challenged to demonstrate increased transparency and accountability on capital flows and compliance to environmental standards	3.4.4.1-Targeted extractive industries comply with EITI reporting standards	1 report was done 16 companies in 2011	6 reports have been published 36 companies in 2014
	3.4.4.2 - Accessible information for rights holders on capital flow and compliance to environmental standards in extractive industries	Lack of information	The release of 6 EITI reports provide accessible information to RHs of capital flow.

A5: WOMEN IN GOVERNANCE RESULTS TABLE

Outcomes	Indicators	Baseline /value 2012	End target /year	Status as of end 2014
<i>Planned outcome</i>		<i>What was the value /status of the indicator in 2011?</i>	<i>What is the target at the end year and what year is defined as end for this indicator?</i>	<i>What is the status of the indicator at the end of 2014?</i>
1. Women actively participate in governance issues and structures	Number of women adopted and /or elected in local government elections	26	40 by 2016	25 (A female councilor from Kalulushi died in 2014)
	Number of women represented in FBO governance structures	1284	1401 by 2015	1336 (estimate)
2. Duty bearers have been influenced to institutionalize the principle of gender balance and equity in governance structures	Presence of institutional Gender Policies	0	3 out of 3 Church mother bodies have and are utilizing institutional Gender Policies	2 out of 3 Church Mother bodies have Workplace Gender Policies in Place and the third is at an advanced stage in developing a Gender Policy for the entire Catholic Church in Zambia
	Faith and traditional communities and FBO leaders respect women's right to participation	Sensitization of church and traditional leadership on the importance of women's inclusion in church and FBO governance	Affirmative measures to promote Women's participation in Church, FBO and traditional governance structures have been put into operation	Affirmative measures to promote women's participation have been adopted by both the FBO as well as the traditional leadership measures
3. Duty bearers have been influenced to include Human Rights Conventions on women's rights in national laws and policies	CEDAW, SADC Gender Protocol and African Charter on Women's Rights fully domesticated by 2015	SADC Gender Protocol Ratified	Gender Equality Bill Enacted	The Gender Equality Bill, the domesticating instrument for the CEDAW, SADC Gender Protocol and the African Charter on Women's rights draft has passed the stakeholder consultative stage and at Cabinet Memorandum Stage.
	The New National Constitution incorporates aspirations of IHR	Religious leaders giving feedback on the 1st draft of the	New National Constitution that promotes and protects women's rights including	2 nd Constitutional draft released which is more gender sensitive and which excludes the discriminating Article 23 of the current

	Instruments and Conventions on Women's Rights	Constitution to ensure protection of women's rights	the right to Participation in governance in place	Constitution. No clear road map on the final drafting process is in place yet.
4. Young girls and/or young women leaders have accessed mentoring, coaching and support for participation in decision making processes	Increase in girls' networks established in the target area	Establishment of girls clubs and networks	5 young women/girls networks established and running by 2015	There are 7 girls' networks in the target areas four of which are at Secondary School level and three are community based. Through these networks, the girls receive mentorship and career talks from the role models. These are safe spaces coined "Sister-Sister Forums).
	Increase in number of young women/girls participating in network activities	Co-opting young girls into the clubs in 2013	At least 400 young women/girls participating in network activities	The target has been surpassed. The target was 400 young women/girls but the Programme reached 1,100, which is more than 200% increase in the number of rights holders actively participating.

B) PROGRESS AND ACHIEVEMENTS IN PROGRAMME THE PAST 4 YEARS

This section covers the progress made in terms of achievements of the JCP Programme over the last four years. The achievements in terms outcomes and related impact are thematically arranged.

1. PROGRESS AND ACHIEVEMENTS IN ACCESS TO QUALITY HEALTH CARE (AQHC).

The Zambia Country Program has progressively made a shift from the Social Mitigation of HIV and AIDS to Access to Quality Health Care. This is in an effort to move to a more integrated response to health by embracing other community and public health issues. In 2012, the program worked with three partners under the access to quality health thematic area. The partners were the Zambia Anglican Council, The Churches health Association of Zambia and the Archdiocese of Lusaka. The Zambia Anglican Council has been receiving funding from Christian Aid and Isdell:Flowers through the JCP. The project which has been running its second phase of two years from January 2012 has been focused on contributing to the national goal of eliminating malaria in Zambia. ZAC has been implementing the project in the Western province of Zambia in four districts i.e. Sesheke, Mongu, Sikongo and Senenga. The year 2013 saw an addition of one more district, Kazungula in the Southern province which borders Zimbabwe. The second partner the Churches health Association of Zambia has partnered with the JCP in addressing critical health issues regarding government funding to the Health Sector through Advocacy. The partnership which commenced in 2009 came to a close in December 2012. The partner has an established strength in the area of advocacy as this is one of its core mandated since the organisation was constituted. Through its work, a number of National policies in the health sector have been influenced. The partner engages with both National and International processed to achieve Advocacy goals.

The Archdiocese of Lusaka was the third partner working with the JCP in the period under review. The organisation has been responding to HIV and AIDS since 1996. The organisation through the support of various partners including the JCP has assisted at least 8000 Orphaned and vulnerable children to date. In 2013 the ADL implemented an OVC project for education support to 200 children and a Goats and treadle pump project targeting 350 households affected by HIV and AIDS whose goal was to improve household food security for vulnerable households affected by HIV and AIDS.

1.1 Rights holders have the knowledge and means to protect themselves from diseases that are likely to represent a significant risk to health.

Malaria has continued to be a major health problem with the main interventions including integrated vector management, indoor spraying, and use of Insecticide Treated Nets and prompt diagnosis as well as effective malaria case management. The major contributions to improved health in this area have been interventions of CBMI under Zambia Anglican Council (ZAC) funded and managed by Christian Aid with the support of several donors¹³

Various annual reports and partner consultative meetings during the evaluation of the JCP Programme from 2011-2014, carried out in the beginning of 2015, has shown that the Cross-Border Malaria Initiative has a significant impact on the rights holders within the target areas.¹⁴ The partner confirmed that communities in the target areas have been mobilised, empowered through trainings and acquired relevant knowledge “regarding the symptoms of malaria and hence seek timely medical attention. Community mobilisation through well trained malaria control agents has resulted in addressing underlying causes of myths that affected knowledge, attitudes¹⁵ and practices of the community that were counterproductive to their health seeking behaviour.” Although some communities in target areas could not access the mosquito nets due to distances to the Rural Health Centres, most community members accessed the treated mosquito nets. The nets have been described as “Long Lasting Insecticide Treated Nets”. Distances particularly affected pregnant women in accessing the service while limited staffing at the community level affected the quality of service ZAC provided to the rights holders. ZAC has collaborated with the stakeholders in the delivery of health services. For example, ZAC collaborated with World Vision International in the securing of nets. The synergy with other stakeholders has contributed the effective delivery of health services.

In 2012, the positivity rate of the Rapid Diagnostic Testing RDTs done was at 13% and the achievement may be attributed to the fact that the rights holders have now known the symptoms of malaria and seek treatment and testing as soon as they suspect they may have the disease. The sensitisation by the Malaria control agents has effectively transformed the Knowledge, attitudes and practices of the community who once believed malaria came from different sources apart from the bite of a mosquito.

In 2013, the positivity rate of malaria reduced to 11.7% and this was attributed to the fact that rights holders knew the malaria symptoms and used the LLITNs correctly and consistently. In 2013 for example, out of the 12286 households monitored, 97.65% were using the Long lasting Insecticide treated Nets correctly and consistently, an improvement over the 89% recorded in the previous year. However, the small difference in 2013 was attributed to the fact that some households needed replacement of nets due to damage and some beneficiaries had just moved into the project sites and had missed the distribution of Nets. This was the case in Kazungula district. In the same year, the project reported a reduction in the distribution of LLITNs due to the fact that community members still had their nets which were expected to last for three years after the first use and the nets were distributed in 2010 and 2011. Replacements of damaged nets was done and maiden distribution in new sites such as Kazungula and Sikongo. So far distribution has been up to date in the project site to ensure universal coverage for all bed spaces in the affected communities.

As a result of increased coverage of Nets in the project sites, the district Medical office reported a reduction in deaths attributed to malaria in these areas. Simulumbwe Rural Health Centre in- charge gave information regarding the fact that no malaria related

¹³ The Cross Boarder Malaria Initiative (CBMI) project is managed by JCP-ZAC partnership with back donors namely Coca Cola Foundation, JC Flowers, Stavros Niachos Foundation and Christian Aid. The project was initially run under ZACOP, the development arm of ZAC. Due to lack of transparency in the management of the project, in 2013-2014, the project was managed under an Interim governance structure under ZAC main board in collaboration with the local dioceses.

¹⁴ Partners Consultative Meeting held at Cresta Golf View on 23rd February, 2015: AQHC thematic deliberations.

¹⁵ JCP (2015). *AQHC Thematic Report, 2011-2014*.

deaths at the centre had been recorded for the year. Rights holders are showing a positive change in behaviour and attitude as they see the effectiveness of the nets and uptake and use is being reported to be more consistent by MCAs. Before the implementation of the project the Rights holders had very limited knowledge on the causes of malaria and how to treat it. Consequently many opted to treat it with traditional herbs or consultation with witch finders which in some cases resulted in unnecessary deaths due to untreated malaria.

Another measure of the impact of malaria prevention is the number of rights holders who go for relevant malaria testing and treatment services. In 2013, the project reported a remarkable improvement in the numbers of Rights holders that accessed testing and treatment for malaria in the community by 48%. Compared to the previous year where only 19% accessed the testing facilities. Beneficiaries have been reported to voluntarily seek testing once they suspect they are exhibiting symptoms of malaria. We believe this is attributed to the fact that the malaria Control Agents have been adequately trained in using the RDTs in the community so that Right Holders do not have to walk long distances to access testing at the health Centre and have in addition, carried out effective sensitisation of the communities on the Prevention and treatment of Malaria. The numbers have increased also due to the scaling up of the project in Kazungula and Sikongo. The challenges faced in the projects sites include long distances to health facilities which make health services inaccessible for most. Coupled with this is the low number of human resource to man these centres. Overcrowding is normal and in many instances a varied number of diseases including maternal care are attended to in one room. These issues are included as advocacy among partners such as CHAZ Advocacy on increased and improved health related infrastructure within the health sector.

1.2 National Duty bearers are influenced to deliver on the right to primary Health Care Services

The partner contributing to this outcome is the Churches Health Association of Zambia under the Health Advocacy Project. The achievements towards expectations by this project were not completely met due to challenges in funding. In both 2013 funding was released in November 2013 and very few activities were implemented. In 2014, a similar situation repeated itself. Due various consultations around the partnership, the last instalment in 2014 was not released to the partner and that negatively affected the advocacy programme.

Despite the financial challenges, CHAZ remained a key partner in the implementation of the programme. Government Allocation to Health Care Sector remained at 15% commitment beyond 2015. The Churches Health Association of Zambia (CHAZ) attended one Key partnership meeting in November 2013 at which the Ministry of Health was addressing, with partners all Health related legislation and the gaps that exist in providing a comprehensive legal framework for the health sector. The partner's engagement in this process gave CHAZ an opportunity to influence the government in its delivery on the right to primary health Care Services as the process culminated into the development of a comprehensive health act which encompasses all legal issues relating to the health sector. The partner worked at influencing policy in the following ways:

In the February 2013 Human resources for Health policy meeting, CHAZ submitted key issues which should be attended to reduce the Human resources challenge that the health sector continues to experience: Government was applauded on the creation of more than 2300 positions for health workers in 2013. It's however not clear whether the positions were earmarked for rural communities. The likely scenario is that most of the positions were posted to urban hospitals especially the general hospitals in Lusaka, Kitwe and Ndola.

CHAZ partnered with the Civil Society for Poverty reduction (CSPR) to host a poverty conference at which the Minister of finance, Secretary to the treasurer, Permanent

secretaries Ministry of finance, Ministry of Community Development Mother and Child Health, other NGOs and members of the community attended. CHAZ made a presentation on the key issues in the Health Sector such as Health financing to be input based and sufficient to avoid stock outs of medicines, improvement of quality care and improvement of Human Resource staffing in the health sector.

Collaboration with other non-state actors has strengthened advocacy as health issues take more than one stake holder's participation. CHAZ also uses the information from other stake holders to influence Governments delivery system. In 2012 for example, CHAZ used the Auditor General's Office reports to track medicines within the health system and made recommendations to ensure minimum requirement of Drug availability of 85% stock levels to prevent future stock outs. CHAZ has also engaged the Ministry of Health to ensure that the Reproductive Health Policy is finalised and for general improvement of Access to Quality Healthcare minimum requirement of Drug availability of 85% stock levels to prevent future stock outs. By participating in the Joint Planning and Sector spaces such as Sector Advisory Groups within Ministry of Health CHAZ has been at the centre stage

To empower stake holders in their ability to report on Primary Health Care Allocations. CHAZ had initially trained the Churches Health Institutions in medicine tracking and conducted support visits to collect the related information. Community health groups are empowered to identify essential health services and monitor Health facility in collaboration with the health facility staff be able to carry out audits on services and commodities available at the health centre supplied by government. Since the community is the major rights holder in the process, JCP encouraged the participation of CHAZ members and supported strengthened transparency and accountability mechanisms. Participation has been identified as a key variable in enhancing the sustained strategic engagement with the state as well as strengthening transparency and accountability mechanisms. Members of CHAZ are empowered to gradually identify essential health services and monitor Health facility in collaboration with the health facility staff and further carry out audits on services and commodities available at the health centre supplied by government without waiting for CHAZ to take a leading role.

CHAZ has also empowered communities to report on the primary healthcare allocations. In 2013, CHAZ piloted Medicine tracking in three institutions. CHAZ has also undertake capacity building for Neighbourhood Health Committees (NHCs), attached to the health institutions help the communities meet their health needs more effectively. The NHCs comprise traditional leaders, teachers, community health workers, community volunteers and church representatives in a catchment area. NHCs interact with community members on regular basis to collect information presented to the health facilities after which action plans are developed to resolve health challenges identified in their communities. The NHCs have been considered to a good entry point for community and can enhance engagement for improved health service provision. Although this important structure is in place and can be basis for sustainability, the structure it's often not adequately utilised to realise this objective. Without a structured, participatory policy dialogue, policy choices are vulnerable to appropriation by interest groups, changes in political personnel or donor fickleness. Without a social consensus, it is also much more difficult to engage effectively with stakeholders whose interests diverge from the options taken by primary health care reform. There is need to actively engage communities in identifying their priorities as regards health care and ensure this feeds into national level advocacy.

Due to substantial cuts in the advocacy budget, the right holders were not adequately engaged in advocacy. As a result, although the health facilities now receive funding, the communities are not involved in ensuring quality health service delivery, budget monitoring and expenditure at the facilities. Community involvement has ensured increased access to health care beyond the provision of funds by government to a health facility, but also ensuring provision of quality service delivery tailored to the needs of the communities.

Networking and alliance building has been one of the strategies used by CHAZ to influence the policy and legal frameworks within the health sector. CHAZ partnered with Civil Society for Poverty reduction (CSPR) to host a poverty conference, and the outcomes were increased knowledge on poverty dimensions as it relates to health care provision in Zambia. Key stakeholder ministries attended namely: Ministry of Finance, Secretary to the Treasury, Permanent secretaries Ministry of finance, Ministry of Community Development Mother and Child Health, other NGOs and members of the community.

Supported by JCP, CHAZ takes a leading role in the consultative meetings with duty bearers such as making presentations on key issues in the Health Sector such as Health Financing and Stock Management and issues of delivering quality health care as a prerequisite to the reduction of maternal and child mortality in Zambia. Collaborative efforts with other non-state actors have strengthened public policy advocacy. In partnership with JCP, and other stake holders, CHAZ has been able to influence national duty bearers to deliver on the right to primary health care services in Zambia.

1.3 Rights Holders have access to Safe Maternal and Child Care Services

The Maternal and Child Health project is considered a positive move as maternal health in Zambia is included in the National Health Strategy for improvement to meet the MDG goals. MCH remains a major concern in Zambia as the mortality rates are too high. The UNFPA report 2013¹⁶ states that in Zambia, early sexual debut, early marriage, unsafe sex, unsafe abortions, STIs and HIV infection, high rates of sexual and physical violence, poor access to health information and services are significant challenges faced by young people in Zambia - especially girls. Maternal Mortality Rate for 2010 stood at 483 per 100,000 live births and this has dropped to 398 in 2014 but not sufficiently to reach the goal of 162.3 per 100,000 by 2015.¹⁷ As part of ART prevention measures, in 2013, Government operationalized Option B+ methodology to provide lifelong ART to pregnant women living with HIV regardless of their CD4 count of less than 500. Every pregnant woman who tests positive is started on ART and the baby treated with Nevirpine at birth and tested at 6 weeks, 6 months, 12 and 18 months. JCP partners such as Catholic Diocese of Ndola (CND) responded to the change under their Maternal and Child Health project and focused on testing and linking pregnant women to ART in Health facilities. Option B+ shall be scaled up to all public and private health providers including Churches Health Association of Zambia, JCP's partners.

The challenge however within this outcome area is that funding was released late for one project and it was late in December 2014 under CDN affecting the implementation of MCH project. Most of the changes under MCH have been due to the public policy advocacy among organizations such as CHAZ and not the direct support to the partners.

1.4 Rights holders benefit from legal, social, physical and economic assistance with a special focus on women and children (SMHA)

Although JCP focused on community Health under the Program thematic area back donors such as DCA and CA Christian Aid had contributed funds towards the support of OVC education. With the funding received from Christian Aid in the Third quarter of 2013, 303 OCV were enabled to attend school in a sustainable manner. This funding made it possible to send 14% more OVC than the planned 200 OVC. Of the 303, 12 were supported to college and other tertiary institutions as they had completed secondary school with the support of JCP and had no other means to further their education. However a component of health had been added to this project as the

¹⁶ Accessed from http://countryoffice.unfpa.org/zambia/2013/01/03/6041/prioritizing_reproductive_health_issues_for_adolescents_and_youth/ on 1st August 2014

¹⁷ Central Statistical Office (2014) Statistical Report

project site has inadequate health facilities. As a consequence the project enabled 20 OVC access health and nursing care during the period under review.

In order to address economic and physical poverty at the household level among HIV vulnerable people, 650 households were targeted with legacy funds to benefit from goats and treadle pumps. This initiative is expected to change the status of the whole community as the goats are passed on as gifts after they produce. Among the 650 households that received goats, 20 other households received treadle pumps to assist in home gardens both for consumption and sale to improve the economic status in the home. To ensure sustainability, the communities are trained and work together and when the goats reproduce, they continue to pass on the gifts to new members.

2. PROGRESS AND ACHIEVEMENTS IN CLIMATE CHANGE ADAPTATION (CCA)

The CCA programme in Zambia has been slowly rolling out through implementing partners such as Lutheran World Federation, CHAZ, and Council of Churches in Zambia, Monze Diocese, Caritas Chipata, Keepers Zambia Foundation and the Zambia Climate Change Network. There was also some one-off advocacy work carried out through the ACT Forum partners in Zambia in partnership with the Zambia Youth Climate Change Network in 2011 prior, during and after the COP 17 in Durban. The CCA programme has since inception had the smallest number of partners and projects due to funding limitations. The various efforts in programmes such as livelihood and food security are undermined by the effects of climate change which manifest themselves through droughts, floods, poor weather patterns and poor harvests. All these have an effect on household food security. The situation is worsened by limited political will and poor funding towards climate change adaptation and mitigation strategies. The impact of the CCA programme is under the three outcome areas; rights holders have diversified and strengthened their livelihood assets, rights holders have addressed climate induced risks for increased resilience, RHs have access to DRR measures and are more resilient to natural disasters, Duty bearers include CCA and DRR measures in budgets and policies and poor communities are sustainably operating and managing alternative energy sources in target rural areas. These outcomes with their related impact are discussed below.

2.1 Rights holders have diversified and strengthened own livelihood assets

The CCA programme supported improved land use practices through organic gardening which aimed at promoting availability of organic manure such as animal droppings and plant residues for crop production instead of use of chemical fertilizers. The programme provided small livestock which in turn provided droppings for organic gardening, and were used for improving the income base and nutrition status of the rights holders. The small livestock were provided on a "pass-on the gift" basis which enabled beneficiaries to replicate the support among fellow target beneficiaries. Through these interventions, rights holders secured sustainable livelihoods especially among small scale farmers most of whom are women. The pass on the gift is also a sustainable way of ensuring that the scheme continues after the donor support. These interventions helped the over 1, 270 rights holders to become food secure and improved their household income levels from the sales of farm produce.

2.2 Rights holders have addressed climate induced risks for increased resilience

JCP supported communities under Monze Diocese in Southern Province, in Kabompo in North Western Province, and in Lukulu in Western Province through provision of safe and sound water and enabling communities to practice sound water management in their day to day operations and maintenance of the water supply systems.

In 2011, the target communities in the four (4) provinces experienced drought due to negative climatic changes. Approximately 15, 000 rights holders had challenges of accessing safe drinking water and had to walk long distances to access water for

domestic use and for livestock. With the provision of safe and sound water supply the communities have water available as close to the households fulfilling the MDG requirement of coverage distances of 500 metres to the source of clean water supply. Reports from the Mumbeki Rural Health Centre has revealed that the provision of clean water in Mumbeki Community has improved the health status of the beneficiary communities and reduced the incidences of diarrhoeal diseases among rights holders. This was attested by the Clinical Officer at Mumbeki, who were some of the beneficiaries of clean and safe water supply from the CCA programme.

JCP further supported communities under the FOSELLI project in Chipata, Eastern Province to address the climate induced risks of perpetual drying up of the unprotected shallow wells through provision of protected wells equipped with treadle pumps for irrigation purposes to promote conservation farming practices. This led to sustainable agricultural practices and the household food security.

2.3 RHs have access to DRR measures and are more resilient to natural disasters

In an effort to contribute to the above outcome area, JCP conducted sensitizations in different forums to discuss climate hazards in various Districts of Zambia through different forums but also including the COP 17 campaigns. During the run up to the COP 17 Conference in Durban, JCP held sensitization meetings, radio and television programmes to discuss the various human induced interventions that have impacted on the environment and brought about changes in climate. Apart from these campaigns, there were numerous platforms created to discuss with different stakeholders including Government and partners the impacts of climate change, a gender perspective of climate change and sharing the best practices in environmental reporting. Communities have not only become aware of about the effects of climate change, many are mitigating the problems through soil conservation measures and other farming practices such as inter-cropping and farm management such as afforestation.

JCP working with Caritas Chipata established 10 early warning centres in Mambwe and Nyimba Districts by December, 2014. These were established in the ten (10) village communities where the Community Managed Disaster Risk Reduction project is being implemented. The project envisaged providing rain gauges, thermometers, wind vanes and evaporation dishes in these Centres. However, though the 10 centres have been established, the early warning recording equipment had not been installed by December, 2014.

The two early warning centres planned for Lukulu, planned to be set up by Keeper Zambia Foundation by December 2012 to supplement existing equipment in the Hydro-meteorological could not be installed due to numerous reasons which culminated into termination of partnership with the partner.

NCA mobilized African Youths to participate in the negotiations at the United Nations Framework for Climate Change Conference (UNFCCCOP 17) in Durban for a legally binding agreements to the Kyoto Protocol extension and to have firm commitments on climate financing for the reduction of GHG by especially nations that contribute heavily towards production of these Greenhouse gasses JCP and the partners contributed to the campaign which advocated for setting up of short and long term targets for carbon emissions reductions. The COP 17 campaign was done through Youth participation with a Caravan starting from Kenya and passing through Tanzania, Malawi, Zambia, Botswana and finally South Africa. The Campaign created massive climate change awareness through musical concerts, radio programmes, and engagement with rights holders on climate change issues. Petitions were signed by rights holders demanding increased focus and resource commitments to Climate Justice.

JCP partners used the campaign as an opportunity to network and build alliances. Among CSOs dealing with Climate Justice, there has been improved networking and information sharing on climate justice. The major impact of the campaign was continued access to funding for Disaster Risk Management. Zambia was included as a Pilot country for UN REDD+.

2.4 Duty bearers include CCA and DRR measures in budgets and policies

JCP participated in various meetings, conferences and workshops aimed at strategizing on how to influence Government to put in place policies and legislation favorable to addressing prevailing climate change challenges. One such event was the COP 17 lined up activities through the “We Have Faith, Act Now for Climate Justice” Campaign. JCP also supported partners who lobbied Government to increase budgetary allocation to climate related sectors such as forestry, agriculture, water supply & resources management, fisheries and the Disaster Management & Mitigation Unit. Sectors such as Forestry and Water Resource Management had their 2012 and 2013 Annual Budgets increased as a result of JCP partners’ work.

JCP partners’ advocacy contributed to the development of Zambia REDD+ Strategy involving multi-lateral; UN Agencies and bilateral agencies such as Oxfam, JCP, Care as well as civil society networks such as Zambia Climate Change Network. Stake-holders engaged the Zambian Government on the UN REDD+ preparedness, offering directions on how the preparedness phase could culminate into the UN REDD+ implementation phase. The Government was receptive and incorporated climate change adaptation measures in both budgets and policies although the funding to the thematic area remains a challenge and yet Climate Justice remains a key area for the post 2015 agenda. There are many progressive policies and statutory documents which require increased resource commitments for accelerated changes in Zambia. The various interventions by the JCP have enabled sharing of climate change information among climate justice agents and increased awareness of climatic hazards among the rights holders.

2.5 Poor communities are sustainably operating and managing alternative energy sources in target rural areas.

This result area is not linked to the current results framework. It is a stand-alone outcome from the old CCA results framework whose interventions do not fit into the current four (4) outcomes even though the changes are within Climate Justice. Changes have been observed in Dikolong’a, Kabompo communities as a result of the work undertaken by JCP through the operational projects. These changes are linked to NCA’s Global Programme on Climate Change Mitigation and NCA Zambia’s work prior to merger.

JCP supported the pilot project in Kabompo in the Dikolong’a community in the training of 6 grandmothers, accessing, installation and operations of a solar lighting system that benefitted 1, 153200 men and women. A solar maintenance Workshop was also constructed to provide back-up services for the system in terms of spares, battery acid and water and the manufacturing of candles by the solar Engineers. The six (6) women Engineers who were trained at Barefoot College in India installed, operated and maintained the solar electrification system. The programme did not roll out interventions to other Districts due to budgetary constraints.

The training at the Barefoot College in Tilonia India, the 6 women became Solar engineers with enhanced capacity and status to repair and maintain the solar electrification for various households in the community. The 6 trained women have been able to operate and maintain the solar electrification system of the 198 households with solar electricity in the community independently without support from the District technical staff. As a result, the women earned respect as experts in the villages, a factor that influenced the perceptions of women as people of low status in society. This has benefitted the 580 men and 573 women in the four villages of Sukili, Kakang’a, Shindola, and Chisangama in Dikolonga area of Kabompo District.

Communities had access to cheaper energy sources and became aware that solar energy was an alternative source of energy for home use, for Rural Health Centers and community schools. The 6 “illiterate” grand mothers were able to learn and became experts, dispelling the myth that only formal education system is the one that empowers communities.

The Dikolong'a solar electrification system has been running sustainably for 4 years now without external technical and financial support. The system has further enabled Dikolong'a Primary School to introduce night schooling for women and men who could not have the opportunity to get formal education earlier on.

Prior to the solar electrification of the Dikolong'a Primary School, the pass rate was less than 30%. With the availability of solar lighting, pupils in the school were able to study in the night which teachers were able to prepare for their lessons and mark their work. This improved the quality of teaching and learning, factors which had an effect on the improved progression and pass rates to more than 50% for Grade seven (7) pupils going into grade eight (8).

3. PROGRESS AND ACHIEVEMENTS IN LIVELIHOOD AND TRADE (L & T)

The main partners under livelihood and trade theme that have contributed to the outcomes and related impact within the theme are: Zambia Land Alliance (ZLA), Participatory Ecological Land Use Management (PELUM) Association, Monze Diocese Development Department (MDDD), and Jesuit Centre for Theological Reflection (JCTR), Lutheran World Federation (LWF) and Churches Health Association of Zambia (CHAZ).

3.1 Rights holders are organized to secured sustainable livelihoods in rural and urban environments

From 2011 to 2014, the Livelihood and Trade Programme organized over 23,000 rights holders mainly in rural areas in various interventions including farmer groups and associations, village savings and loan groups, water committees, budget advocacy groups, land advocacy groups as well as other interest groups e.g. conservation farming groups. These interventions resulted into increased access to productive assets especially livestock through the 'pass-on-the-gift' thus multiplying the impact of inputs provided by the Programme among the target group. The mobilization of rights holders on key developmental issues affecting their communities such as budgetary allocation to agriculture and rural development in general resulted in increased pressure on duty bearers especially Government controlling officers such as Permanent Secretaries to be accountable in the disbursement of public funds e.g. JCTR monitoring of public expenditure on selected rural projects in 2014 revealed that planned expenditure on grading roads in Shangombo district in Western Province and Mambwe district in Eastern Province took place. The process also contributed to increased accountability of Traditional Leaders in the protection of customary land rights of the rights holders in target communities e.g. targeted rights holders in MDDD's SESE phase I implemented project in Mugoto community in Mazabuka district petitioning of their traditional leader, Chief Naluwama, the area councillor and Mazabuka Municipal council to prevented the displacement of rights holders from a resettlement area by Nickel Mine in 2012. In the same project and year, Chief Munyumbwe in Gwembe district, pledged to protect his people from displacements and directed headmen to form committees responsible for spearheading the registration of customary land rights through issuance of customary land holding certificates (CLC).

Another project, SULTS, implemented by ZLA piloted documentation of land rights through village registers in 10 villages in the same district in 2014 including some villages in Chief Munyumbwe's area. Whereas, two traditional leaders in Petauke and Nyimba districts issued approximately 4,085 certificates altogether by August 2014. The Food Security and Livelihoods Project (FOSELI) contributed to improved food security status for over 3,000 households (approximately 15,000 right holders taking the average family size of 5 per household) in Chipata district exemplified by increased number of meals per day from an average of 1 to 3. The project also contributed to diet diversification especially among female headed households which had higher levels of insecurity before the project interventions. Income levels among the target households also increased which led to improved quality of life in terms of shelter and social wellbeing. Most of the target households constructed improved houses (with burnt bricks and iron roofing, an improvement on the mud thatched structures they lived in

before). Similar results were also observed in the Social and Economic Empowerment of Marginalized and Vulnerable Communities in Southern Province (SESE) project where over 9000 rights holders had improved food security and income levels.

3.2 Rights holders have gained access to domestic and/or international markets

There was no significant change in this area. This is because the programme did not manage to achieve the level of activities relevant to effect change. However, regardless of this the programme was able to raise the profile of working with markets among the partners. Until now the programme partners were focusing more on production rather than marketing related activities. So in late 2012 some of the relevant programme partners (MDDD, PELUM RD, CHAZ and JCTR) were trained in Participatory Market Systems Development (PMSD), a methodology promoted by Practical Action. Arising from this MDDD went on to design and implement a project focusing on value addition and marketing among youth. The project was first implemented in the second half of 2014. In addition, there has been increased access to domestic markets among the target group as a result of adhoc training on entrepreneurship training done by partners e.g. all year round vegetable growers targeted by the programme in Chirundu district linked up with wholesale vegetable traders from Lusaka district who provided a ready market for the farmers' produce. Some of the crops on high demand were off season green maize and Zambian indigenous (or local) vegetables e.g. spices, leafy vegetables and herbs. This arrangement increased market access for the beneficiary farmers given the higher demand in Lusaka district compared to Chirundu. Dried leafy vegetables also had a good market in Lusaka and so many targeted villagers especially in Chipata district linked up with middlemen from Lusaka to supply the vegetables. Changes in food consumption habits of urban consumers e.g. a higher preference for village reared chickens created a sustained market for village chickens sometimes leading to higher incomes because of higher prices for the same in Lusaka. Demand for goat meat in the Democratic Republic of Congo (DRC) provided increased demand for goats from programme beneficiaries especially in the valley districts of Southern Province. Farmers either individually transported the animals on their own to the Zambia/Congo border post of Kasumbalesa for sale or sold the animals to middlemen for onward sale to the Congolese in the Zambian border post. However, more needs to be done in this area domestically before there can be any meaningful focus on international market access.

3.3 Targeted duty bearers are influenced to develop or comply with land rights for the marginalized and vulnerable groups

There has been significant progress in this area from claim making at the community level to policy changes at the national level. One of the most significant results at the policy level is the beginning of the process of developing a customary land bill by the Zambia Law Development Commission (ZLDC). JCP partner Zambia Land Alliance, ZLA, has contributed to this development through advocating and generating evidence that shows that it is possible to document customary land rights. Some of the key initiatives that have resulted into strengthening of land tenure security among rights holders are pilots on done by the partner working with traditional leaders in documenting land rights through customary land certificates or inclusion of information on land rights in the village registers. As a result of these initiatives there has been increased claim making among rights holders on land rights, demands for democratic, equitable, governance by the duty bearers and documentation of customary land rights e.g. over 4,085 customary land holding certificates were issued by traditional leaders in Petauke and Nyimba districts of Eastern Province in the reporting period . One of the reasons for this positive change is the increased involvement of rights holders in advocating for change through grass-root based Community Land Advocacy Committees created by the Programme as a conduit for awareness raising, documentation of land right abuses and advocacy. Despite these positive changes more needs to be done especially in the area of addressing the increased challenge of large scale land grabbing perpetuated by powerful corporate interests in collaboration with traditional leaders and Government. This requires more changes at the policy level especially in the National Constitution.

The opportunity that was presented by the revision of the Zambian Constitution during the period under review was used by JCP partner, ZLA, to make submissions in favour of strengthening the law in protecting the poor. It remains to be seen whether these policy proposals will be adopted in the final document. In addition, the process of developing a Land Policy was revived by the PF government in 2014 by the appointment of a Land Policy Committee. ZLA was included on the committee and actively participated in developing a roadmap, budget and terms of reference for the consultant that will be hired by the Zambian Government to write the policy.

3.4 Targeted duty bearers are influenced to develop or comply with national legislation and international standards for sustainable livelihood and economic justice

Programme partners especially JCTR and PELUM RD have contributed to increased advocacy and involvement of rights holders in the national budgeting process especially in relation to rural development and agriculture. This has not resulted in increased allocation to the agriculture sector and /or rural development but it has raised awareness among rights holders and provided the tools that have been used at the community level to monitor allocation and disbursement of funds especially in the agriculture sector. Generation of evidence on the cost of living through the JCTR urban and rural Basic Needs Basket (BNB) has been a key input in advocacy for the increase in the Minimum wage resulting in the Government passing legislation adjusting the minimum wage for the low income groups e.g. shop keepers, general and domestic workers in 2012. This achievement has been partly attributed to the JCTR since it was widely involved in the consultations with the Ministry of Labour and Social Security. Another significant policy change that the work on the BNB contributed to was the raising of the income tax exempt threshold by the Government to give more tax relief to the workers in the lower income bracket. The raising of the exemption threshold was partly based on the cost of living as measured by the BNB. The programme was also actively involved in advocacy for the inclusion of Economic Social Cultural (ESC) Rights in the Zambian Constitution taking the revision process that was under way during the reporting period. Most of the submissions have been included but the process of adoption of the draft National Constitution which is in the public domain is not yet clarified by the Government. CSOs have developed a road map which they have used to sign social contracts with all political parties except the ruling Patriotic Front. The Social Contract seeks to ensure political commitment and ensure that the work on promoting the progressive realizations of ESC rights is strengthened. JCTR has been involved in generating evidence at the community level of how far these rights are being enjoyed e.g. right to water. This has increased awareness on basic human rights and demands for their realization at the community level.

4. PROGRESS AND ACHIEVEMENTS IN RESOURCE, FINANCE AND ACCOUNTABLE GOVERNANCE

4.1 Rights Holders have engaged in budget monitoring and tracking of public resources

In 2011 very few Right Holders participated in monitoring government budget planning and processes. In 2011 only three processes including the District Development Coordinating Committee (DDCC), Provincial Development Coordinating Committee (PDCC) and national budget where been used by RHs to engaged on monitoring and tracking of public resources. However through advocacy and lobbying campaigns and dialogue meetings at local authority and national levels, JCP partners have been able to engage through Sectoral Advisory Group (SAGs) and the Local Councils by monitoring the use of Constituency Development funds. The JCP trained 40 trainers from Southern African Centre for Constructive Resolutions of Disputes, Council of Churches in Zambia and Civil Society for Poverty Reduction in public expenditure tracking systems and advocacy strategies who then undertook similar sessions for their members in their respective districts and formed budget monitoring and tracking committees in 21 districts. The multiplier effect of these trainings in the district resulted in 270 partner

members being either trained or re-oriented in public expenditure tracking systems and advocacy strategies. The established committees have been able to raise issues of concern with relevant authorities in their respective district and broadened to the monitoring of Local government and procurement process. As a result of these interventions targeted communities have been able to have schools, Clinics, police post built or renovated hence improving their wellbeing especially women and children who are able to access schools and clinics at shorter distances .

JCP partners have provided space for right holders to engage in monitoring social service delivery and holding duty bearers accountable. Communities in targeted district of our three partners are now able to monitor the execution of the national budget for service delivery and raise issues of concerns to relevant authorities. JCP partners have used tools such as the services delivery barometer to monitor the performance of government in service delivery which is carried out every year and used as an advocacy tool for improved service delivery on social sectors that are underperforming. JCP partners have also gained recognition as a strong civil society organisations with a strong policy monitoring record that fosters accountability and transparency and was called upon by government to join Ministry of Finance in 2012 to develop a policy monitoring tool to enhance accountability. Partner's findings through tools like the barometer have also been used by the Poverty Reduction Budget Support cooperating partners to strengthen their evidence in dialogue with government on the status of service delivery.

4.2 Rights Holders have claimed their right to benefit from natural resources

Since privatization of the mining sector, communities and the Zambian in general have received limited benefits from their natural resources. Poverty statistics which in 2011 stood at 85 percent in the rural areas and 34 percent in urban areas because of lack of government funding to the key sectors of the country is a clear indicator of the limited benefits from natural resources in Zambia. In 2011 very little space existed for RH to claim benefits from Zambia's natural resources as a result of few actors championing extractive Industries issues in the country, however over the years, JCP partners have provided space for right holders to engage with duty bearers on issues of extractive industries. Platforms such as the Zambia Alternative Mining Indaba (ZAMI) and other dialogue meetings has provided right holders opportunities to claim their rights to benefit from the mining industries in Zambia. JCP partners have held three successful ZAMI, which are now recognised by the government and mining companies who through the ZAMI today participate in dialogues on issues like pollution, compensation, legal reforms in Extractive Industries, transparency and accountability with right holders. As a result of the JCP partners awareness campaigns, right holders are now able to claim for compensation from mining companies through negotiation or the courts of law such as the case of Solwezi where 600 communities were compensated with the lowest approximately US 1,200 and the highest getting approximately US57,000 in North-western and 102 affected household and business were compensated in Southern provinces.

As a result of the continued call by JCP partners and their constituencies for increased revenue collection and subsequent benefit of Right holders from the mining sector the government introduction of property transfer tax at the rate of 10 % on the sale or transfer of mining rights, reduction to 25% from 100% of the capital expenditure deduction rate applicable in the mining sector and further provide that capital expenditure be only claimed for deductions from the year the capital asset is brought into use in the business; Application of the transfer pricing rules to interest payments made by mining companies - this is meant to ensure that interest payments are not only subject to the capitalisation rules but also where the rate on interest between related or associated parties is not at arm's length. The government have also over the years increase mineral loyalty from 3% in 2011 to 6% in 2014 hence increasing their revenue which can be used to reduce poverty.

4.3 Duty bearers have been challenged to demonstrate increased transparency and accountability of public financial flows.

By the beginning of 2011, Zambia continues to struggle with the issues of lack transparency and accountability in the mining sector. Coming from a situation where the Zambian government signed in secrecy the development agreements, the issues around transparency and accountability were very alive in Zambia. JCP partners have over the years engaged with duty bearers such as Chiefs, parliamentarian, government on issues of transparency and accountability. Civil society platforms and other dialogue meetings have been used for JCP partners to engage with duty bearers.

JCP has also facilitated space for faith and traditional leaders through platforms such as the Annual Chief Indabas which reached 15 Traditional leaders from mineral area chiefdoms throughout Zambia. The Chief's Indabas produce declarations annually with recommendations to government on issues of transparency, accountability and better management of natural resources. The Chief's declarations were also shared at the Alternative Mining Indabas. CSOs and Right Holders now use the Chiefs Indabas as platforms to call on them as duty bearers to live up to their mandated role of acting on behalf of local communities affected by mining. The work being done by JCP partners has been recognized by various stakeholders for instance there has been occasions where traditional leaders asked/requested JCP partners to speak to investors planning to invest in their Chiefdoms.

The JCP partners further built capacity of 76 Church leaders who have engaged with the duty bearers to discuss issues concerning land rights, transparency and benefits for local communities in the Extractive Industry. Partners have also conducted in-depth research whose findings have been used as evidence to enhance effective engagement with duty bearers. The Church mother bodies in Zambia in the years under review continued to meet and discuss with Ministry of Mines, Parliamentarians, investors and Cooperating Partners such as the World Bank, Finnish embassy etc. to discuss issues related to the policies on extractive industry using results and evidence gathered through research studies. The partners' research has impacted on consultations, policies and laws and offered alternative policies and ideas such as the Layman Zambia EITI Bill and the proposed uranium mining policy. As a result of consistent pressure by CSOs, the Government have continued to embrace the EITI process as a tool to demonstrate transparency in the mining sector. Research has also contributed to inform investors' social responsibilities towards affected communities through simplified and translated information on best practises and alternative ideas.

4.4 Targeted extractive industries have been challenged to demonstrate increased transparency and accountability on capital flows and compliance to environmental standards.

The Mining firms in Zambia held in secrecy the agreements they entered into with the government after the privatisation and did not disclose payments made to government. Zambia became compliant to the EITI project in 2009 a few companies volunteered to be part of the process and in 2011, only fifteen 16 companies participated in the EITI process and the government recorded a revenue collection of ZMW 3.7 billion. The partners, represented through Caritas Zambia as PWYP Secretariat in the EITI Council since 2012, have obtained a strategic position to enter into dialogue with, and influence the government within the EI sector. JCP partners have through Caritas' seat on the EITI Council contributed to changing and improving the content of the last four EITI reports. As a result of the influence by JCP partners;

- EITI reports now provide information about owners of the mines
- the minimum threshold for reconciliation has been reduced from ZMW 2.5 to ZMW 1 million, resulting into an increase from 16 (in the first report) to 36 mining companies being audited in the last report published in 2014 representing more than 100% increase of mining companies complying with EITI reporting

- The report now also includes an audit of the mining payments to local councils, which enhances accountability further.
- The latest EITI report in 2014 shows that the revenue collection has doubled to ZMW 7.7 Billion from ZMW 3.7 Billion in 2011.
- In addition to the increase in revenue, the report also shows that the discrepancies between mining payments and Government receipt have reduced.

As a result of the advocacy work by CSO including JCP partners who are the main actors, Government revised the role of The Environmental Council of Zambia to an agency through a new progressive Act 2011 which has given right holders more power to be able to sue a company that is found wanting with pollution and has given Zambia Environmental Management Authority (ZEMA) its autonomy and is able to enforce the law to protect right holders from the effects of environmental degradation. ZEMA gave a stop order to Kalumbila mine in 2013, a clear demonstration of the progressive ZEMA act influenced by CSOs including JCP partners in 2011.

Issues of environmental degradation continue to affect many mining host communities. One acute situation was the level of pollution suffered by Kankoyo community in Mufulira Zambia, where Sulphur Dioxide has destroyed vegetation in the area and affects the health of the community since the inception of mining activities in the area. JCP partners facilitated community level meetings between rights holders and duty bearers. For instance JCP partners facilitated meetings between Kanoon Community and ZEMA in an effort to address the pollution issues. The meetings strengthened community participation in holding duty bearer accountable and in essence an information sharing and capacity building session for community members who were equipped with knowledge on how to monitor pollution levels in their communities. These sessions eventually led to a follow up meetings with Mopani Copper Mines where community concerns were presented to the company for their action. Mopani committed itself to reducing pollution levels and purchased ambient machines placed in communities to regularly monitor the pollution levels. As a result of pressure from JCP partners and the host community, the mining firm has started capturing emission of sulphur dioxide at 95%- 97%; hence reducing the effect of Sulphur Dioxide on the Kanoon Community in Mufulira, Zambia.

5. PROGRESS AND ACHIEVEMENTS IN WOMEN IN GOVERNANCE

5.1 Women actively participate in governance issues and structures

25 sitting female councillors from the target areas within the Copperbelt have enhanced capacity for improved service delivery in their respective wards following the capacity building they have undergone on various subjects including governance issues, leadership skills, public speaking. The female councillors have increased knowledge of democratic tenets and principles such as electoral systems, democracy, gender and human rights.

Through the Female Councillors Network established in 2012 female councillors from the different political parties have been able to receive support from their fellow female councillors in chambers and during community open forums where female councillors go along to support their fellow female councillor in responding to questions from the community. The community open forums was an initiative of the JCP partner and this has resulted in increased interaction between the female councillors and their wards through planned and impromptu public forums where they share on development progress as well as get the views of the local people; and also answer their questions. The platforms have further provided a peer learning platform created for the female councillors for experience sharing and knowledge exchange as well as to enhance synergies. At the national level, there has been increased collaboration between the

government and JCP CSO partners in pushing for adoption of more female candidates as was seen in the 2014 mayoral elections where the Minister for Gender and Child Development, following consultation with ZNWL urged all political parties to adopt women candidates to contest in the mayoral elections of 2014.

Within the faith community aspiring female leaders have increased leadership skills and are actively participating in decision making structures such as Parish Executive Councils, small Christian community. The capacity building received so far has helped them realize the need for them to increasingly play more active roles within the church governance structures. Female church leaders are now more vocal in demanding their inclusion in decision making processes within the church. A mind-set change is evident among the women within the FBO community which has seen an increasing number of women accepting and taking up various leadership roles within the top governing structures of FBOs.

The literacy and numeracy classes introduced in early 2013 have increased the confidence of women as well as their capacity to take up more roles that portray leadership ability such as Bible reading during church services

The Catholic Church has often been cited as highly male dominated in terms of leadership. However it has been interesting to note that in Parishes that have bought into the idea of women and men jointly participating in leadership there has been a marked % increase in the proportion of women being elected or appointed into leadership positions with women now being between 50% and 60%

Using the Women Can Do It training model introduced in Zambia in 2013 courtesy of NCA and the Norwegian Labour Party, women from within the FBO community and women representatives drawn from the different political parties in Zambia have been able to work together to build the capacity of their fellow women for leadership and participation in decision making processes.

5.2 Duty bearers have been influenced to institutionalize the principle of gender balance and equity in governance structure

Since the inception of the programme with the sensitization of FBO leaders on the need for gender equality within the FBOs and their membership, FBOs have progressively working to engender their governance structures through various strategies. By the close of 2014, 2/3 Christian Church Mother Bodies; EFZ and CCZ have a Workplace Gender Policy in place and are dialoguing with their constituents about further developing the Work Place Gender Policies into institutional Gender Polices. The third Mother Body is already at an advanced stage with their Institutional Gender Policy for the entire Catholic Church in Zambia. This is expected to be concluded in 2015.

At the leadership level it has been observed that individual members of the clergy are taking it upon themselves to introduce and enforce gender sensitive affirmative policies within their churches and parishes to increase the numbers of women participating in decision making structures of the church for example individual Catholic priests in the project areas have been able to increase the numbers of women in decision making position by appointing women to positions which are within their powers to appoint as opposed to those that require voting which oftentimes tend to disadvantage women.

Some partner projects included the traditional leadership as part of the target group and traditional leaders were sensitized on the importance of involving women in

decision making processes and traditional governance structures. Traditional leaders that have undergone training and sensitization by JCP partners have embraced the idea of co-opting women into decision making structures and have gone ahead to include women into the village disciplinary committees. Some women have also been appointed to represent the local chiefs in important fora discussion development issues.

5.3 Duty bearers have been influenced to include Human Rights Conventions on women's rights in national laws and policies

A close collaboration between JCP CSO partners and the Government has seen marked progress being made towards the domestication of the CEDAW and the SADC Gender Protocol through the enactment of the Gender Equality Bill. By the close of 2014 the draft Gender Equality Bill had been drafted and was at Cabinet Memorandum Stage which is an advanced stage in the enactment process. Through this close collaboration it has been observed that the government is increasingly relying on feedback from the CSOs on its performance on progress made towards fulfilment of commitments made on the advancement of women's rights through signing and ratification of various international and regional human rights instruments. In 2013 for example the Zambia SADC Gender Protocol Barometer was updated by the Zambia SADC Gender Protocol Alliance, launched and the recommendations were presented to the Parliamentary Committee for Legal, Gender and Child Development Affairs for their action. During the stakeholder consultative stage, the draft Bill was presented to the House of Chiefs and the Parliamentary Committee on Legal Affairs and Gender and both traditional leaders as well as members of Parliament were in support of the draft with a few recommendations for improvement.

The constitutional reform process has been viewed by many as an opportunity to develop a new gender sensitive National Constitution and JCP CSO partners have joined together through various alliances such as the Zambia Electoral Alliance and the Grand Coalition on the Constitution calling for the finalization of the new Constitution. In the same breathe, the FBOs jointly through the Oasis forum have continued to demand for the development of a legal framework for the completion of the Constitutional reform process and the speedy release of a new Constitution.

Political parties on the other hand have begun to adopt women candidates in a number of the parliamentary by-elections that took place between 2011 and 2014. However, it is disappointing to note that the women were mainly adopted in the areas where a particular party is not popular and hence bound to lose.

5.4 Young girls and/or young women leaders have accessed mentoring, coaching and support for participation in decision making processes

None of the JCP partners under the Women in Governance Programme was working on this outcome area until the mid-2013 when CCZ facilitated the establishment of 2 girls' networks in 2 girls' schools in Southern Province. 160 girls joined the girls' leadership clubs but only 100 of them were consistent in participating in club activities between 2013 and 2014.

By mid-2014 however 30 of the girls had fallen pregnant which had halted their school attendance and consequently participation in club activities. This necessitated a slight shift of focus in the club activities to include lessons and discussions on sexuality, HIV and appropriate relations between adolescent boys and girls as teen pregnancy was identified as one of the direct factors curtailing young girls' chances of completing schools and participating in decision making within communities.

C) DEVIATIONS FROM PLAN AND UNINTENDED EFFECTS

i. Why plans were not followed and planned results not achieved

In the **Access to Quality Health Care programme** there were several unintended effects with several partners in this programme, which contributed to lower achievements in the period. In 2012, Family Health Trust submitted an AFS for 2011 which they should have submitted in 2011. Due to the delayed reporting, an Audit was instituted and there was no materiality and the Audit was accepted. In a similar manner, the Copperbelt Health Education Programme also failed to submit the 2011 Financial Report. An Audit was also undertaken and it was found that finances were misapplied and it was agreed that CHEP pays back the funds to JCP and they have since started the repayment.

In 2014 the Cross Border Malaria Initiative was moved from the governance of ZACOP to ZAC main as an interim arrangement, while a restructure process of ZACOP was initiated in cooperation with other int. donors. This affected the implementation of the CBMI from January to June in 2014. JCP did a spot check in April 2014; Isdell:Flowers (US donor) followed up in August and an internal audit was undertaken by CA in December. The restructure of ZACOB will include new policies and manuals, improved governance and better communication between int. donors and ZACOP.

JCP stopped cooperation with ADL in 2013 as we wanted to see how funds were transferred from national level to project level and a need to discuss with ADL on their targeting principles. Expected to be closed in 2015. The partner CHEP had problems in submitting an AFS for 2011, the quality was poor and expenses were not properly documented for. JCP was unable to accept the AFS and JCP has agreed with CHEP on modalities of repayment schedule of the ZMW 71,761.16 in 2015. Hereafter all issues between CHEP and JCP will be closed.

Within **Climate Change Adaptation programme**, there were a number of planned interventions that were not met due to varying factors. Prominent among the varying factors was the limited funding to the programme though attempts were made locally and globally to respond to Calls for proposals. By 2012, the programme had three core partners namely Keeper Zambia Foundation, Council of Churches in Zambia and Monze Diocese. Keeper Zambia Foundation was the only partner with secured funding from the private donors in Norway by close of 2012. The implication of this was that though there were some carry over projects in 2011 and 2012 by both DCA and NCA, these were all focused on the old strategic plans from NCA & DCA with components of CCA interventions. However, even with KZF as main partner in 2012, the partner received the first funding towards November, 2012 and only started serious implementation in 2013. The programme however embarked on building partner relations and by 2013, Zambia Climate Change Network was added to the partner profile of the programme.

The programme again had some setback when towards the beginning of 2014, the partnership with Keeper Zambia Foundation could not continue due to financial irregularities discovered in the partner financial reports. The partnership was therefore terminated providing another major set-back on programme implementation as the partner was implementing two major projects in Western and North Western Provinces of Zambia. This entailed the programme not able to put in place the following planned interventions:

- Establishment of 2 Early warning systems in Lukulu District
- No early warning response mechanisms put in place in Lukulu District
- The Irrigation system designed to be implemented in Lukulu District not done
- Two (2) additional water sources planned for construction in Mumbeki area of Kabompo District to supplement existing water supply could not be done

- Advocacy for CCA policy implementation and regulatory framework to be in place not strictly adhered to as partner, ZCCN was not supported by JCP from 2013 to late 2014.
- CCA financing tracking not fully supported as partner, ZCCN was not supported in 2013 till late 2014.

Over the period of implementation of the current global strategy, the outcomes and indicators under the **RFAG programme** have been changed and in the process some of the work that the partners started with in 2011 such as issues of the constitution making process and decentralization work have been lost in the process. Within the **WIG Programme**, WLSA had planned to support the drafting and presentation to Parliament of a Private Members Bill for the domestication of the CEDAW and the SADC Gender Protocol, however upon consultation with the Law Development Commission, the Judiciary and the Ministry of Gender and Child Development, WLSA learnt that such a process would receive hostility from the government with the risk of having the Bill thrown out altogether. It was therefore agreed that WLSA would work jointly with the MGCD to go by way of a Public Bill.

ii. Unintended effects, positive or negative

There were some unintended effects with regard to income generating activities and village banks under Livelihood and Trade. Some of the communities were involved in income generating activities such as charcoal burning. This was especially the case on the Copperbelt province where the Churches Health Association of Zambia (CHAZ) implemented most of the village banking interventions. Some of the VICOBA members were charcoal burners and traders. To address this challenge the partner included promotion of Solar Energy and sensitization on the negative effects of charcoal burning in their activities. Some of the VICOBA groups had high default rates and in order to recover the money, some groups resorted to confiscating the property of the offending parties or taking the matter to the Police. This disturbed the community harmony. The practice was more prevalent in Chipembi, one of the CHAZ catchment areas. In order to address the challenge the partner has included sensitization on effects of high interest rates in its training. This is because high interest rates (which are 20% and above in most cases) are thought to be the cause of high default rates.

Another negative effect was the environmental degradation caused by goat rearing and use of logs for fencing. These challenges have been partly addressed by promoting live fencing.

D) RESULTS ACHIEVED OUTSIDE OF NCA'S GLOBAL PROGRAMME WORK

N/A! All programmes were with NCA's Global Programme Work or Christian Aid's and DanChurchAids.

E) LESSONS LEARNED COVERING ALL JCP PROGRAMMES

Having worked at different levels with different partners in the five thematic area, several insights and lessons have been learnt which implications on the way the next strategy ought to be designed.

1. **Participation and involvement of partners in the design of the long term strategic framework:** Although the merger involved partners in the process, the main lesson is that it was a top down process which put emphasis on the three agencies' needs and priorities at the expense of partners own priorities. A much more participatory approach has been applied in the process in the development of the 2016-2020 strategy.

2. **Support to organisational development of local partners:** Both core and resource partners have recommended that JCP should invest more resources in the strengthening of local and national structures so that they can be better partners in development. Evaluation findings of the JCP 2011-2014 programme equally put emphasis on the need to put JCP partner organisations at the centre and use their core programme indicators and objectives in the strategy. JCP partners have appreciated capacity building which has been undertaken this far and have recommended that JCP accelerates it and focus more on organisational development: strengthening of their systems and structures. The rationale for the enhanced partner capacity building is that it would make partners more efficient and effective in the delivery of their core mandate in development
3. **Fewer Partners:** JCP has realised that working with too many partners renders the support ineffective. The limited resources are sparsely distributed rendering the service inadequate and ineffective. With a total of 45 projects under 23 partners as at December, 2014, the five Programme Officers have not been as effective in rendering their technical support and especially mentorship of partners to make them more effective at their work. Working with fewer core partners with capacity building, along their own strategic plans for development, including institutional and financial capacity development would enhance their organisational sustainability and better programme impact. This is also one of the recommendations of the 2011-2014 programme evaluation.
4. **Integrated programme approach:** During the last four years, JCP worked within five thematic areas. The thematic programmes worked in isolation with little cross thematic synergies or cross learnings based on the thematic comparative advantages. For example, the Women in Governance programme could have had a more systematic and deliberate synergy of gender equality issues within Resource Finance and Accountable Governance in the same geographical locations such as the Copperbelt.
5. **Vertical and horizontal integration:** JCP has also learnt that change management demands close cooperation at vertical and horizontal levels. Partners, staff and stakeholders particularly need to build alliances with other networks and coalitions for effective delivery of rights including gender and economic justice. It has particularly shown that alliance building increases coordination, creates synergies between stakeholders and networks which in turn leads to more positive effects especially on public policy advocacy. JCP has learnt the importance of creating and utilising the various spaces and platforms for engagement and support partners to engage and take part in those platforms.
6. **Geographical Focus:** Geographical focus has been another issue that JCP has been discussing as an option for more efficiency and effectiveness especially with monitoring and evaluation of the programmes. Although this option has been considered, it may not be suitable option to take in the context of the decentralised nature of the core partners own structures and targeting.
7. It was learnt that networking with other NGOs creates a **synergy** for our partners, which in turn guarantees maximum achievements to contribute to the achievement of the programme outcomes. For example, networking and CSO collaboration during the run up to and hosting of the 3rd Alternative Mining Indaba was a great success in being able to foster dialogue among various stakeholders on issues of extractive industries and learning from around the region. However there are also other 'free riders' in terms of keeping

commitments made during such collaborations. PYWP coalition continues to ensure that members of the coalition adhere to the coalition by laws.

8. Persistent **advocacy** can and is able to yield positive results that can improve the service delivery in mining areas or mine hosting communities.
9. Prescribing **ratios** for women's involvement in decision making structures does not guarantee their meaningful participation. A high percentage of silent women in committees does not enhance their functioning. Therefore, there is need to build the capacity of the women to enhance their effectiveness and representation in the committees. Some partners plan to build leadership skills for the women in village/community committees to enhance their participation. JCP shall continue to empower women in the future to ensure increased knowledge and skills in their roles and responsibilities.
10. **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 these 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.

F) CROSS CUTTING ISSUES COVERING ALL PROGRAMMES

Gender equity issues were already incorporated in the JCP design of the strategic framework and became an integral part of the programme. The programme has Selected Output Indicators (SOIs) in which partners have been requested to provide sex disaggregated data. Most of the data collected is not sex disaggregated. This is attributed to the fact that staff have not been trained in gender mainstreaming. Women in Governance has been the main programme on Gender. Although the other four programmes with women and men, there was no deliberate synergy between the gender programme and the other programme areas. The programme evaluation recommended emphasis of gender equality as a cross cutting issue across all thematic programmes.

A conflict Sensitivity analysis has not been conducted by JCP because Zambia is a peaceful country. JCP's partner SACCORD is monitoring and implementing conflict preventive projects e.g. on political violence before, under and after elections. In mining communities however, there are increasing tensions between communities and investors. For example, host communities in Caritas Solwezi's operational areas centred on addressing conflict/misunderstandings that arise between Mining Companies or natural resources investors and the communities. In such instances, Caritas Solwezi has encouraged communities to engage in constructive resolution of disputes such as use of dialogue, other than physical confrontation, in resolving issues.

Environment impact analysis was not carried out. See CCA section.

4. STRENGTHENING CIVIL SOCIETY

A) REPORTING ON GLOBAL OUTCOMES FOR STRENGTHENING CIVIL SOCIETY

JCP's main role in strengthening civil society has been predominantly through capacity building of both faith based, interfaith group and resource partners to play a key service delivery, empowerment role and especially advocacy role within the five JCP thematic areas. Part of the strengthening of CSO capacity has included provision of funding to enable the CSOs implement their capacities, trainings in project management, rights based approaches, financial management and result based

reporting based on NCA routines and guidelines. JCP has provided mentorship to the partners, created spaces for engagement, learning and sharing within the thematic specific partner platforms and the inter-thematic engagements through the Partner Indaba, a platform which creates synergy and increased sharing of information, experiences, lessons and best practices within the JCP programme. JCP has also facilitated partner participation in national, regional and international forums e.g. on taxation from the mining sector. The specific examples of the JCP strengthening of CSOs is given below.

1.a Partners demonstrate transparency and accountability towards RH and other stakeholders through specific measures

Over the four years, JCP has been working closely with partners on issues of transparency and accountability towards their constituencies and internally in their own organizations by rolling out and using the HAP bench marks in two trainings. During the first decade of this century, many Zambian NGOs (including some JCP partners) experienced a 'boom' in terms of growth. Funding came easy (donor darlings) and there the first generation of budget support, programme support and 'joint financing agreements' were tried out. By 2010-11, several organizations' internal governance and management structures, as well as systems and procedures for proper control were not developed at the same pace as more funding came in – very often because international donors earmarked for "projects" or field activities and/or because the international donors didn't coordinate support for a partner, and because a proper results framework based on specific outcome indicators wasn't developed or agreed upon. Hence various accountability, transparency, outcome and internal democratic gaps were observed e.g. during organizational assessments and also from JCP monitoring. Demands also increased tremendously e.g. with HAP certifications of NCA and DCA as well as better outcome monitoring systems (and of course following the finance crisis in other parts of the world and thus less funding for ODA).

The fact that several JCP partners are faith-based has been used deliberately to impact work with transparency and accountability for rights-holders as their ethos is the dignity of the human person made in the image of God. Empowered by this belief, projects are supported with the aim of restoring that dignity. JCP believes in ending the causes of all forms of poverty and restoring the equality and dignity for all by pursuing social justice. The faith-based partners and JCP have demonstrated that together we are able to contribute to this vision by developing or maintaining the involvement of poor and marginalised men and women through identifying their needs, participating in decision making and using their strengths and activities to root out poverty.

The HAP trainings in 2013 and 2014 has helped in improving the governance structure of the partners ZAC, ADL and CTPD. The focus has been on information sharing, targeting principles, participation, staff management and they are in the process of developing a compliant handling mechanism with the help of JCP.

One key principle is that of participation of the rights holders in the decision making process within the internal structures. JCP has over the four years emphasised the mutuality of responsibility regarding accountability towards the rights holders. This has been seriously observed by partners during project design, monitoring and evaluation of the projects. This principle has been advanced in the context of ownership of the development process in the project cycle. Partners have been encouraged to empower local communities so that they are able to take control of their own development processes but also for them to be able to raise their own voices and engage the duty bearers at the community levels in the process of claiming their own rights. Training is one of the tools used. For example, Zambia Interfaith Networking Organization (ZINGO) has used the REFLECT methodology to empower communities to be able to own and control their own development processes.¹⁸ JCTR advocacy work has shown that there are positive changes happening to the target communities as a result of JCTR

¹⁸ Zambia Interfaith Networking Organizations (ZINGO) 2012, 2013 and 2014 reports.

work. CHAZ has for 15 years internalized a rights-based approach and they have proved that a religious organisation can be rights focussed, committed and transparent in advocating with and on behalf of the marginalised. CHAZ did not receive a lot of other funding than from JCP for their advocacy and RBA development. In the reporting period, CHAZ has made important contributions towards challenging and changing policies and practices that impedes quality health delivery to especially poor and vulnerable Zambians, in particular women and children – funded by the JCP advocacy project. Rights holders, who are community members and volunteers, have been empowered and their participation in the health resource tracking and active citizenship in claiming their right to (often remote) health facilities and services has increased. Policy makers at national level, health posts and centre staff in the communities have all been challenged in one way or another. Rights holders have been able to witness tangible results of the advocacy as institutions have shown more accountability and transparency in the use of resources. Rights holders after being trained in budget tracking have knowledgeably monitored and participated in ensuring that adequate services were available in the health posts. They have worked as partners with the health staff and community engagement and support has been a motivating factor in the relationship. As a result of advocacy efforts, the government allocated 12% of its budget to health in 2012, and 15% in 2013.

Under the Cross Border Malaria project, rights holders were mobilised by ZACOP to take responsibility of their health in their own hands. The partner through facilitating linkages with duty bearers, who are the health staff, has in addition ensured that the knowledge of available services is shared with the communities e.g. mosquito nets and testing by community volunteers. In addition the sensitization and awareness raising by the partner has improved the disease knowledge base and prevention efforts through environmental management and improved health seeking behaviours.

JCP also supported Zambia Land Alliance as a key actor in advocating for land rights for the marginalised rural communities. The work of JCP-Zambia Land Alliance with support from Europe Aid has contributed to the major achievements gained over the four years. ZLA mobilised and empowered rights holders who engaged duty bearers at various levels starting from the Community Advocacy Groups (CAGs) to national level alliances; managed to influence legal and institutional reforms within customary and statutory systems. ZLA influenced the management of customary land which government finally agreed that it should not be sold. Further actions by ZLA influenced the process of developing Customary Land Law while public policy advocacy by Zambia Climate Change Network showed intensified and sustained advocacy for climate justice and the experiences and lessons saw a new shift in the interventions to capacity building of its membership and the Secretariat for improved information sharing.

1.b Partners practice democratic governance within own structures

JCP partners continue to practice democratic governance within their structure by for instance ensuring that they hold regular board meetings and regularly hold the general assemblies to usher in new board members. During partner assessments prior to the partnership, partners have shown their statues, reports-both narrative and financial and the emphasis is to determine the extent to which the partners have democratic principles that govern their work. These dimensions of the partners own organizational structure is monitored throughout the partnership. In cases where the project designs are highly centralised and do not clearly bring out vertical integration in which the membership of the organisation does not allow for equitable participation of the lower organs of their structure, JCP has supported organizations restructuring such as the Zambia Anglican Council. The main role of JCP has been to encourage, foster and support partners to realise the democratic ideals within their organisations including the involvement of their staff in decision making. The HAP standards and commitments provided the core values for JCP partnership engagement and development.

In 2013 ZNWL engaged a total of 239 stake holders; political party representatives, CSO, CBO and FBO representatives, religious and traditional leaders, government

department representatives and women during project planning and review meetings in target areas. Feedback from the planning and review meetings in the 9 Districts was incorporated into the project activity planning and development. WLSA strategically involved local headmen in Monze in project planning and mobilization of their communities for the implementation of various project activities including community sensitization meetings and recording of radio programmes that followed. Participants to workshops and trainings organized by WLSA were selected by the local headmen.

2.a Partners demonstrate ability to work in strategic alliances and horizontal networks with peer organizations

Alliance building and networking from community, district and national levels are increasingly becoming more relevant among CSOs and particularly the JCP partners during the four years. In 2011, CSOs tended to work in isolation and did not invest much time and resources to deliberately build alliances for a common cause. CSOs individually engaged investors and the Government. That situation showed that it was much easier for the Government to silence the vocal NGOs. Gradually, with the interventions by JCP to deliberately encourage partners to foster alliance building, NGOs and FBOs demonstrated abilities to develop synergies and having common and joint actions. For example, Caritas National coordinates Publish What You Pay platform funded by JCP in which coordination has been promoted within Natural Resource Management. Centre for Trade Policy Development (CTPD) has been coordinating The Tax Regime Platform among CSOs. In the platforms, members coordinate their advocacy and campaign strategies and allow for debates and consultations within their agenda. The national agendas debated permeated national borders into sub regional and international forums. For example, issues discussed at Chiefs Indaba were also discussed at the Extra Ordinary Indaba on Mining at the national level and also at CSO NGO Forum in Zimbabwe in 2014.

The Grand Coalition chaired by JCP's partner Jesuit Centre for Theological Reflection on the national constitutional reform process comprises all CSOs committed to national constitutional reform process. JCP partners continued to be key actors in alliance building, provision of leadership and guidance such as the Publish What You Pay Coalition which is a strategic alliance that further contributed to achieving the set goals under the Resource, Finance and Accountable Governance programme. The Grand Coalition, has become a powerful movement pushing for a people driven constitution. Such networks play a key role of mobilising citizens and are also setting agendas on governance and influenced the agendas for political campaigns in national elections. The Grand Coalition managed to sign social contracts with participating political parties in the Presidential by election from the last quarter of 2014 up to elections on 20th January, 2015.

Oasis Forum comprises big national networks namely Law Association of Zambia (LAZ), the three Church mother bodies: Zambia Episcopal Conference which comprises 11 Dioceses, Council of Churches in Zambia with more than 100 member Churches, and Evangelical Fellowship of Zambia, another membership serving more than 50 Congregations and Non-Governmental Organizations Coordinating Council with over 110 member NGOs working on gender amalgamated into the Grand Coalition with other networks and NGOs to form the Grand Coalition on the National Constitution in which responsibilities are shared. For example, NGOCC and its members push for the gender equality issues within the context of the general constitutional reform process.

JCP has also facilitated the formation of 5 thematic partner platforms as well as a Partner Indaba at which partners discuss not only national issues affecting the JCP-partner programmes and projects such as NGO Act. They also share best practices and it becomes a forum for information sharing and learning. The Table below is an example of networking and alliance building within WIG Programme.

Table 2: Example of Networking and Alliance building among JCP partners

Network/alliance	How NCA / partners have participated
ACT alliance national forums	CCZ is an active member of the Act Alliance participating in meetings and planning and implementation of Act Alliance activities
National government	3 CMBs and ZINGO working closely with the Ministry of Gender and Child Development on projects around GBV, constitution making process, operationalization of the Anti-GBV Act, National prayer days to pray against the rising cases of GBV, planning for commemoration of International Days Like International Women's Day and the 16 days of Activism against GBV jointly with WLSA and ZNWL
Civil society organisations (CSOs).	<p>ZNWL, WLSA are members of the NGO Coordinating Council with WLSA being the NGOCC representative and advisor on the Legal and Women's Rights cluster on the government Advisory committee on the Draft Constitution; Judiciary and the Ministry of Community Development, Mother and Child Health.</p> <p>- ZINGO's M and E department trained the ZEC Diocesan co-ordinators in M and E</p> <p>-ZINGO worked in collaboration with ZNWL, EFZ, CCZ, ZEC, ICOZ, MGCD, Zambia Police</p> <p>ZNWL collaborated with NGOCC, FBOs, FODEP, SACCORD, OYV, YALI, MISA and AVAP in the production and airing of the radio programmes</p>
SADC Gender Protocol Alliance	The 3 CMBs, WLSA and ZNWL are members of the Alliance whose main thrust is to lobby for the domestication and implementation of the SADC Gender Protocol. They also track the progressive steps taken by the government towards the domestication and full implementation of the SADC Gender Protocol through the Zambia SADC Gender Protocol Barometer

2.b Partners demonstrate ability to establish and /or participate in multi-stakeholder forums for social change on relevant issues.

Although the mining Indaba comprising stakeholders have been taking place annually, in 2014, JCP partners realised that it was possible create an alternative forum at which rights holders could unite and speak with one voice regarding the issues that affected them such as investor's corporate social responsibilities at various levels. The Alternative Mining Indaba was such forum. Alternative Chief's Indaba, SADC forum, ACT alliance, CSO coalition on the constitution etc. Partners within Resource Finance, Accountable Governance have demonstrated a keen effort and interest to participate in multi-stakeholder meetings such as on the Tax Platform which is coordinated by Centre for Trade Policy Development (CTPD) and Caritas Zambia on Publish What You Pay platform. By working in multi-stake holder forums, the individual agendas are scaled up to higher national level status and permeates into regional forums. The advantage is that the higher they go, the more the forums increase their synergetic effects in the push for social change. The voice on national issues is increased and this puts pressure and creates an impetus for change.

B) NCA'S ADDED VALUE FOR PARTNERS AND CIVIL SOCIETY

i. Capacity built among partners and civil society

Civil society's influence on governance in Zambia is increasing significantly in a number of areas due to JCPZ role in building their capacity. Both core and resource partners engaged Government and Private sector at community, district, provincial and national levels. Several partners such as CTPD, JCTR, ZEC, Caritas Zambia, CTPD and WLSA influenced governance –in all the three rights deficit areas of participation, equity and protection. RFAG has supported partners that sit on the Extractive Industries

Transparency Initiative Council.¹⁹ Through JCP support, CSPR has been able to engage the various planning structures which are responsible for planning and has been included and participates in the Provincial Development Coordinating Committees and District Development Coordinating Committees.²⁰ Although JCP has been among several partners supporting civil society organisations and the effort could be that of attribution to the various changes, JCP is sometimes the only donor that supports certain processes such as capacity building of partners for own organizational development. Through and in liaison with the JCP programme staff and using JCP finances, partner platform meetings are held in partner organisations. JCP also links partners to resource providers and through joint efforts have been able to jointly mobilise for additional funding. The joint effort is considered as a strategic advantage as it leverages both organisations to qualify for support such as the case of EU-Zambia Alliance-DCA support. Through the partnership, JCP provides a mentorship role to the Boards, programme and financial staff of partners. The following were the specific capacity building for partners undertaken by JCP over the 4 years:

- Capacity building on Gender Mainstreaming for NCA Partners under the Access to Quality Healthcare and the Women in Governance Programmes. Despite the training, partners within WIG and AQHC still did not mainstream gender in their project activities.
- Capacity building of 40 women religious, political and civil society leaders from Kenya, Tanzania, Namibia, Malawi, South Africa and Zambia on Women's Leadership through the Women Can Do It training programme of NCA and the Norwegian Labour Party
- Capacity building on Scenarios planning of Partners organized and facilitated by DCA
- Capacity building of NCA partners on HAP Accountability principles
- Capacity building of NCA WIG Partners on Advocacy Skills
- Capacity building of NCA Partners on financial management for non-finance managers
- Joint monitoring planning and visits by NCA and partners for 'learning by doing together' hence knowledge and skill transfer on monitoring to partners

ii. Networking Facilitated

JCP facilitated the formation of the Zambia Tax Platform and strengthened the Publish What You Pay Coalition in Zambia. JCP has for the last three years supported the Zambia Alternative Mining Indaba to facilitate bringing various stakeholders in one forum. Within Livelihood and Trade, JCP has promoted partner exchanges between Monze Diocese and CHAZ groups in Chisamba to foster networking and learnings. Such horizontal exchanges are greatly appreciated by rights holders as it promotes non-formal peer learnings as the basis for fostering innovative exchanges in development. The networking unlocks synergies for learning and creativity. Networking has been identified as a key strategy within JCP. JCP has been involved in creating opportunities and spaces for partners to network in areas such as Publish What You pay Forums, thematic based forums and paying for the partners to participate in the national level forums such as Alternative Mining Indaba held in 2014, the Civil Society Forum in Zimbabwe among others. These as spaces allow partners and other stake holders to be part of a larger picture starting from community, district, national, regional and internationally.

Under RFAG, Kasempa District in North Western Province under Caritas Solwezi, through JCP support, stakeholders meet regularly at district level under Catholic Justice for Peace and Development to plan together and share roles and responsibilities on how

¹⁹ JCP (2015). JCP-2011-2014 Evaluation Report, Annex 4.

²⁰ JCP (2015). JCP-2011-2014 Evaluation Report, Annex 4.

to work with host communities and how to engage the duty bearers at district and higher levels. Each of the participants takes care of their costs expect for the direct costs of the meeting such as refreshments which are covered by Caritas-JCP funds. These meetings are undertaken regularly and some of the participants are volunteers. By working together in a coordinated manner, JCP partners and their networks become a much stronger voice and force in dealing with the duty bearers who are sometimes hostile towards the rights holders in the target communities.

Partners and stake holders use the spaces for sharing vital information, experiences and lessons within their field of work. JCP and core as well as resource partners roles are mobilising, facilitative, funding role and linking role by convening meetings at which partners strategize on how to engage the duty bearers such as Mining Firms and the Government. JCP also provides its structures for the networks such as the Zambia Alcohol Network for them to meet and strategize. Zambia Land Alliance has also used JPC meeting rooms to hold their planning meetings. Networking has particularly been found to be key for partners advocacy work by bringing together the voices of the rights holders from the networks constituencies. Alliances make the partners strong.

iii. Space for civil society protected and expanded

CSOs play an important role in challenging government to be accountable to the citizens. CSOs demand for policy and legal frameworks that address citizens' rights and to ensure that the Government exercises its responsibility to deliver development to the people as stipulated in the 5th and 6th National Development plans. They demand that the government implements its many credible policies including the 2009 Decentralization policy which should devolve its national resources as well as power to the local level structures. The major push is to implement these policies and above all, enact a national constitution that addresses the people's needs, interests and priorities. However, the key roles and responsibilities of CSOs in both service delivery and public policy advocacy is compromised by the narrowing spaces and roles of CSOs in the context of the NGO Act of 2009 which seeks to control the roles and functions as well as the funding mechanism of NGOs. The vocal NGOs, including the faith-based organizations are threatened deregistration. Civil Society Organizations in Zambia are finding their existence threatened as they are continuously demanding transparency and accountability in the management of the country and its resources. The Government is gradually getting threatened by the CSOs who are spearheading the citizens' agenda within development. The alliances such as the Grand Coalition on the constitutional reform process has sustained its coordinated alliances in demand of a people driven constitution which should be enacted through a Referendum to ensure that the social, political and cultural rights are incorporated in the Bill of Rights.

The environment in which JCP and its partners are operating could be classified as hostile and does not enable CSOs to effectively function. Most CSOs involved in service delivery and do not raise their voices on governance issues do not face the hostility from the Government. Despite Zambia being endowed with massive resources and the macro economic developments and increased investments by the Private Sector, Government has not enacted policies to compel mining companies to pay decent taxes, meet the needs of the miners through provision of decent wages, housing and living conditions. CSOs have contributed to the heightened discourse between government, mining firms, private businesses, CSOs and communities.

Despite the shrinking and limited political space for CSOs, JCP's partners still manage obtain great results from their advocacy work. This is possible due to weakening state that is unable to coordinate the control of the NGOs even with the NGO Act. Through unity of purpose and sustained engagement and the use of the media, CSOs are able to protect/open the spaces and are able to continue to challenge the government. Compared to other CSOs on the Africa continent, CSOs are generally weakened by reducing donor funding but especially the church-based mother bodies have an enormous mandate, power and respect by the people, whereas Government ministries are not as united and coordinated as the Church actors. As such, the Government still

respects and listens to the church as an influential actor on matters of governance and development.

5. NCA'S OWN NETWORKING AND COORDINATION

A) ACT ALLIANCE

In Zambia, ACT continued networking and alliance building with members of the National Act Forum and shared national platforms were held with a view to improve coordination. An ACT Zambia Forum Memorandum of Understanding was developed during the period under review. The Forum has been meeting on regular basis and the Chair during the period was Council of Churches Zambia. In 2014, CCZ relinquished its chairpersonship to the United Church of Zambia due to unresolved issues regarding the obligations of members to Global ACT Alliance. Some of the concerns raised by the membership hinged on the statutory obligations of the members and the value of belonging to the alliance. These debates among others put challenges on an already weak alliance in Zambia.

At national level, The ACT Zambia Forum, formed in 2002 as a response to the disaster situations of 2002-2003 floods in Zambia comprises Norwegian Church Aid, DanChurch Aid, Christian Aid, Lutheran World Federation, Council of Churches in Zambia and the Canadian Lutheran World Relief. In 2008, the members signed a Memorandum of Understanding for a coordinated response to disasters and generation of rapid responses and full appeals. It has been observed that most of the coordination were around short term emergencies and not long term development work. The formation of a Joint Country Programme comprising three members of the ACT Alliance had been attributed in the main to have a long term coordinated development work among ACT members. Members generally felt that Advocacy work was an easier way of working together than long-term development.

In 2012, efforts were made to bring on board new members of ACT Zambia forum especially with the closure of LWF offices. Members that attended the 2013 AGM included: ECLOF Zambia, Christian World Centre, Moravian Church, Zambia Climate Change Network, Central African Committed Church, A.M.E. Church, CRWRC/World Renew, UPCSA Kabwata, JCP (NCA/DCA/CA), Lutheran World Federation, CHAZ, Coptic Orthodox, Bible Society of Zambia, United Methodist, UCZ, Kimbanguist, ELCZA and UMC.

Although the Zambia ACT Forum met regularly meets to strategize on ACT alliance work for improved positive and sustainable changes among the "impoverished, marginalised, vulnerable communities through a coordinated and effective humanitarian development and advocacy work", The visibility of ACT work in Zambia is limited. Annually, the Act Zambia Forum holds an Annual General Meeting at which various issues are discussed. For example, on 30th January 2013, an Annual Meeting was held during which time various topics are discussed following presentations made among them the background of ACT, ACT alliance strategic objectives and further deliberations on the 3 different pillars of ACT Alliance.

ACT Zambia Forum has been a member of the Southern Africa Regional Forum (SARF), which is a regional platform of ACT members within Southern Africa comprising countries geographically located in Southern Africa: Angola, Lesotho, Madagascar, Malawi, Mozambique, South Africa, Swaziland, Zambia and Zimbabwe. Countries have taken turns to host the SARF meetings and in Zambia, JCP played a key role in the process of planning for the SARF in 2014. JCP was unable to attend the SARF despite having participated in the planning and having shared tasks towards the process.

Although the ACT Forum is generally weak and requires capacity building, JCP has encouraged and fostered increasing collaborative efforts among members, which aimed at promoting joint actions through ACT Alliance. Coordination and network meetings were undertaken on rotational basis. From the deliberations of the 2013 Annual Meeting, the following were identified as the major challenges facing ACT Zambia

Forum: lack of entrepreneurship, lack of education, lack of employment opportunities, poor service delivery (education, health, delivery of input, poor infrastructure, poor planning, inadequate resources, food insecurity, lack) and proposed that ACT Zambia Forum addresses both short and long term measures such as undertaking joint advocacy, empowering local people to act and undertaking a mapping exercise to identify and share geographical areas to work in.

B) NATIONAL/LOCAL GOVERNMENT

The Zambia Anglican Council is involved in the National Network on Malaria and participates in the review and strategic planning meetings organised by the Ministry of Health and the national Malaria Control Council. The partner also actively engages with other organisations that are able to add value to its programs such as the presidential Malaria Initiative who have in the past year supplied some 8000 Mosquito Nets to them. The CHAZ has been very active in the Ministry of Health through Advocating for improvement in Health funding and access to quality care. The partner has been instrumental in the organisation and participation in the Health Sector Advisory Groups (SAGs), review of Annual health plans with Civil Society and engagement with National Policy makers.

C) UN – none to report on in the reporting period

D) OTHER STAKEHOLDERS – none to report on in the reporting period

6. MONITORING & EVALUATION (M&E)

There were a number of monitoring trips made to project areas; two monitoring visits/project/year. These made use of the project activity plan as a major tool for monitoring progress of works and the reporting template from the NCA Routines and Guidelines for monitoring projects. The monitoring was done together with the partner staff so to enhance ownership of the process such as ensuring that improvements to implementation are recommended to the partners who in turn would act on those recommendations. JCP would later on monitor the implementation of the agreed upon measures during follow up monitoring visits.

A) MONITORING SYSTEMS AND PRACTICES

Monitoring and Evaluation constitutes an important aspect of JCP. The three agencies agreed to use Norwegian Church Aid routines and guidelines in the planning, monitoring and evaluation of the JCP programmes. Various systems and guidelines are provided with templates for use in the monitoring and evaluation of the programme. The planning process influences the monitoring as the defined targets and indicators reflected in the project proposals from partners using the logical framework informs the monitoring process. If the Programme has no starting point (baseline), then monitoring process to gauge the change process becomes difficult. To address this issue, JCP has along the way improved the information from 2011 through continuous updating of the status at the starting point (2011) through thematic reports and UN agencies reports such as MDG reports.

Each thematic area had a results framework and the partners programming was aligned to the NCA Global Outcome under each thematic programme to which partner projects were contributing to. Partner project proposals were thus assessed on the extent to which they fitted within the NCA Global Outcome areas. Through the engagement with Programme Officers, partners defined their project goals, objectives, outputs and the expected outcomes and impact as these are the basis for monitoring the project performance.

Both the frequency and content of the programme and financial reporting are agreed upon and discussed at the time of signing the agreements. JCP and partners try as much as is possible to learn along as the project is being implemented. The

continuous project surveillance and the demonstration of the change that we witness and participating in the process is part of JCP adherence to HAP principles of accountability and transparency.

JCP has spent much time to train partners in result based planning and monitoring as well as reporting and we have seen gradual improvements. The challenge has been to ensure internalization within each partner organization – especially in those who has a huge staff turnover. JCP has continuously strived to learn together with the partners through acquainting the new staff and new partners to the various tools available.

B) EVALUATIONS

JCP and/or partners have undertaken six evaluations from 2011 to 2014. Some of the evaluations have been commissioned by JCP while others have been independently commissioned by the partners.

Table 3: Evaluation in NCA/JCP 2011-2014

Year	What was Evaluated?	Type/ description (external/internal)	Management Response? Y/N	Summary Submitted? Y/N
2012	Publish What You pay Coalition	External	Y	Y
2013	Internal organisational review of JCP	Internal	Y	Y
2012	Evaluation of NCA support to SACCORD Accountable Governance Programme 2009-2012	External	Y	Y
2012/2013	Evaluation of Sustainable Economic and Social Empowerment of Vulnerable and Marginalised Rural communities of Southern Province (SESE) project in Zambia	External	Y	Y
2013	Evaluation of the Gender and Good Governance Programme 2009-2011	External	Y	Y
2014-15	Joint Programme Evaluation – ongoing	External + Internal	Not yet	Not yet

C) Lessons learned from evaluations – main lessons learnt will come in the final 2011-2014 Programme Evaluation Report. The internal organizational review in 2013 gave concrete action points for JCP management – just two year after the merger in 2011 e.g. maintaining relations to external stakeholders in Europe – especially CA in London and the Norwegian Embassy in 2011-2013. The SACCORD evaluation underlined that budget support for a strategic plan process has empowered and sustained the partner, and these outcomes are still benefitting SACCORD.

7. ACCOUNTABILITY / HAP

A) BENCHMARK 1: DELIVERING ON COMMITMENTS

JCP has the contextualised accountability framework in place. The first version of our HAP Framework is from 2011 and will be revised in 2015. JCP has made annual HAP activity plans and reporting on these activities has been during the normal reporting done via the Half Year and Annual Narrative reports.

B) BENCHMARK 2: STAFF COMPETENCY

Staff and all partners were trained in September 2013 (with support from CA London), and field visits were made to ADL and ZAC project sites. JCP staff has higher competence on accountability issues e.g. when they engage with partners on budgets (costs), financial management, financial systems and financial reporting e.g. EFZ, ZACOP, ZNWL, KZF and YWA. Support from Oslo’s Senior Finance Advisor has helped a lot to show staff how things can be done. Accountability in partner projects are

discussed with partner staff prior to approval in JCP. See below under HR and organizational development for more details.

C) BENCHMARK 3: INFORMATION SHARING

The level of information flow from JCP to partners has increased tremendously from 2011 to 2014 via thematic platform meetings, trainings, Indaba's, our Zambia website, one-to-one meetings, JCP's Newsletter and brochures and the newly established Facebook page. It remains a challenge that RHs have limited information due to high illiteracy levels in communities especially among women and youth. In most instances, the rights holders get their information on face to face basis such as during the meetings when JCP staff monitor on-site projects. Even during those meetings, the majority use the local language and interpretation. Partners need to share more information with their RHs. Overall, information sharing has improved a lot mainly because JCP had more cross cutting funds and partners have been brought together for various events.

D) BENCHMARK 4: PARTICIPATION

See above. Participation of RHs is a challenge for many JCP partners e.g. including RHs in needs assessments; planning of project ideas and budgets. This trend has been observed during HAP trainings (for partners and JCP) and during monitoring visits. Participation is often the correct buzz word to use in applications – but turning it into daily practice is another ball game – and needs guidance and support. DCA has developed HAP Guidelines on targeting and participation. When RHs are involved JCP can see major benefits in terms of ownership, interventions are based in their needs, and much faster implementation and reporting.

E) BENCHMARK 5: COMPLAINTS HANDLING

Complaints in JCP are handled via a local complaints system – a box in the reception that is emptied by the CR and another staff member once a month. Partners and other stakeholder are also informed about NCA's Complaints Handling system on the web page. We differ between complaints and incidents using NCA's format and system. The senior management team follow up on complaints on a regular basis e.g. management meetings, CCC and board meetings. We also keep in contact with the CH responsible colleagues in Oslo to report on progress and when they are closed.

During a field visit to a partner implemented project, JCP received a confidential complaint from a RH who complained about the partners targeting principles, this is followed up with the partner in Lusaka and we ensure protection of the RH. Various Incident Reports are filled by JCP because we discover financial mismanagement, governance problems, or any other irregularities and this helps us to keep a special focus on these partners (and often with support from Oslo colleagues) e.g. EFZ, KZF, ADL, ZNWL, ZAC/ZACOP. Generally JCP partners still have a lot to improve on Complaints Handling systems and this is very often related to RH's level of participation and the organizational culture within the partners. JCP is working with those partners who want to internalize HAP and CH e.g. CTPD and they are very interested, but also lack resources to roll it out. JCP could tap more into available resources (colleagues and funding) from Oslo, London and Copenhagen to roll out HAP for our partners.

F) BENCHMARK 6: LEARNING AND CONTINUAL IMPROVEMENT

See above under Lessons Learnt from programmes for details. When we work with partners on HAP, both partner staff and JCP staff start realizing what HAP means in practice, and we see the organizational gaps. HAP was mentioned by several partners as JCP added value during the Joint Programme Evaluation in early 2015.²¹

The HAP bench marks are relevant and good practice – but also not rocket science and high academic stuff. When we start rolling out HAP together with interested partners –

²¹ RFAG focus group feedback, Programme Evaluation, 2015

we learn together – especially on how RHs can participate more in partners’ projects or on the balance between partner’s board members governance role vis-à-vis micro management role. HAP is just an Organizational Development tool that is useful for all organizations that aim at growing, maturing and sustaining their relevance.

It is key to handle complaints and incidents carefully and with high integrity. Some are very serious – whereas others are not. We still need to learn how to use the issues arising from complaints into continuous development within JCP and our partners – without jeopardizing the protection of those who complained – and to avoid abuse of the CN system.

Internalization of HAP in JCP staff is always work in progress – especially when there have been high staff turnover.

Joint monitoring with partners and joint lessons learnt during partner Indabas and thematic platforms, have proven important for mutual learning and improvement. JCO has also had a very fruitful and meaningful relationship with the auditors, where areas for organizational improvement of JCP and partners have been followed. Recommendations and actions from the internal organizational review from 2013 is still be being monitored and updated in the CCC, to ensure implementation.

8. STAFF AND ORGANISATIONAL DEVELOPMENT

A) STAFF COMPOSITION OVER THE PAST 4 YEARS, TRENDS

The merger of DCA, CA and NCA in 2010 & 2011 into a joint programme/office was a major change internally (for staff in Lusaka and for relations to the three headquarters in Europe) and externally (for partners, donors, suppliers etc.). The first years were turbulent and resulted in high turnover of staff and for long periods also vacant positions (e.g. in 2013 five positions were vacant). The merger also meant a merger of three different cultures, systems, procedures and values, which affected the working environment rather negatively. It took several years for JCP to adapt all stakeholders to NCA’s systems and procedures and to identify JCP’s own values and culture – e.g. to guide team building, team cooperation, communication and team work. In 2012-2013 the senior management team was divided and didn’t function properly e.g. to manage and follow the change process, to make timely decisions and prevent conflicts before they became unmanageable. By 31st of December 2014, JCP was almost fully staffed – only Programmes Assistant position was vacant.

Looking back to learn, it seems that the ownership to purpose (and benefits) of the merger wasn’t clear for all stakeholders because as there was a trend of sticking to the old well known systems and cultures from the three separate agencies. Change management is both ensuring the “outer” terms and conditions e.g. MoU, contracts, systems, procedures, but also the “inner human adaptation” that these new terms and conditions will cause to staff and other stakeholders – the transition process – and this must be followed and managed closely for a number of years.

B) HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT THE PAST 4 YEARS

The merger was a merger of staff with various competencies and it lead to a non-uniform working culture where procedures, guidelines and systems e.g. for approval of projects were different depending on how the project used to be funded before the merger. This affected internal team performance and resulted in delays towards JCP partners’ e.g. late transfers and not meeting monitoring standards. Colleagues from the three headquarters in Europe continued to link with their “previous” contact persons in JCP and vice versa, which affected communication, division of work and created misunderstandings, double work and some conflicts that could have been avoided.

In February 2012, HR colleagues from NCA Oslo and DCA Copenhagen conducted/facilitated a staff welfare workshop for all JCP staff, and developed an action plan. In 2013, the CCC commissioned an internal organisational review, which highlighted and documented the encountered problems. Since then, the management of JCP has used and updated the management response and it has been discussed in several CCC-meetings in 2014, with the local advisory board and served as input for the Joint Programme Evaluation in 2015. In August 2013, a CA advisor on leadership from Nairobi facilitated leadership process (team wise and individual), but no report was made because of sensitiveness. In September 2013, the Area Team Leader from NCA Oslo went to JCP Lusaka to follow up on a number of problematic issues in JCP – this resulted in changes of the JCP senior management team where the contracts for the Country Representative and Head of Programmes wasn't extended beyond Dec. 2013.

In 2014, regular management meetings are taken place and minutes made and shared; the advisory board became active with three meetings; the staff welfare committee is functioning and is active in HR (job panels, induction programme for new staff and discussions related to JCP terms and conditions; a retreat was conducted where staff together developed the "JCP Siavonga Values"; HR-Unit from NCA Oslo rolled out the new Performance Development Review; and a joint staff capacity building for all staff Finance for Non-Finance was done; besides support to individual staff members' own career development. Programme staff have also participated in the CoPs facilitated by NCA thematic advisors from Oslo.

9. RISK MANAGEMENT

Risk management has been a mutual responsibility between the Senior Management Team in Lusaka and the NCA Management in Oslo – as well as the CCC structure. Risks and challenges have been followed and reported on in the Quarterly Administration and Management Reports, the Half Annual Reports and the Annual Reports.

Some risks could not have been dealt with proactively e.g. when JCP in May 2014 received a letter from the Ministry of Community Development, Mother and Child Health to register under the new NGO Act as they didn't see us as Faith-based. JCP kept in contact with other INGOs and the Norwegian Embassy and followed their approach and made a polite letter to the Ministry justifying that JCP was made of faith based organisations and as such did not need to register.

When the Norwegian Embassy in Lusaka unexpectedly and suddenly informed JCP that they cannot commit funding for JCP in 2015 – due to the new national budget presented by the Norwegian Government. This funding risk was approached by approaching the CCC and submitting applications to Europeaid and ACT Alliance partners such as the Czech Diakonia in Prague. JCP reports on risk management in the Half Year and Annual Year Narrative Reports – and we get advice NCA's management in Oslo, the CCC and local board on how we shall approach risks.

10. FUNDING 2011-2014

A) FUNDING SITUATION

The MoU between NCA, DCA and CA sets NCA as the lead partner, whose systems and procedures have been used for programme management including systems planning and reporting.

During the period 2011-2014, JCP funding was mainly from the three agencies; CA, DCA and NCA with their back donors. From Norwegian Church Aid, finding sources included the Norwegian government, Norad, as well as funds from private donors (NCA, Mysoft and private collected non-earmarked funds). For DCA, the funding sources

included the Danish government, Danida, the DCA Give-a-Goat Project; FDF scouts, Danish TV collection. From Christian Aid, funding sources include funding from UK government through UK Aid Match Funds, DFID; and private funding through the USA-based Isdell: Flowers Foundation and Coca Cola. A total of 15 donors supported the 2011-2015 Strategic plan. Through the support of DanChurch Aid, JCP managed to secure long term (3 year) funding from Europe Aid for Zambia Land Alliance and Monze Diocese. In total, the funding for the programme was estimated at NOK 78.9 million (USD 10.4) by the end of 2013 of which NOK 40.2 million (USD 5.3) was grants to the projects²².

Table 10.1: Donor Contributions to JCP by Thematic Areas

FUNDING OVERVIEW 2011-2014			
Donor	Budget/Allocation - NOK	% of total budget	Thematic area
NCA	82 800,00	0,07	Access to Quality Health Care
NCA	1 552 395,00	1,36	Climate Change Adaptation
NCA	679 390,60	0,59	Climate Change Mitigation
NCA	10 090 231,00	8,82	Core Expenditure
NCA	(219 646,00)	-0,19	Emergency Other
NCA	762 110,60	0,67	Livelihood and Trade
NCA	320 242,00	0,28	Not Applicable – Schools
NCA	1 316 236,00	1,15	Other – Schools
NCA	14 163 759,00	12,39	Resources and Finance
NCA	579 600,00	0,51	Social Miti. of HIV and AIDS
NCA	18 206 931,00	15,92	Strengthening Civil Society
NCA	11 847 283,80	10,36	Women in Governance
NCA	778 919,00	0,68	Women, Peace and Security
DCA	2 975 247,90	2,60	Access to Quality Health Care
DCA	1 960 657,86	1,71	Climate Change Adaptation
DCA	873 828,00	0,76	Core Expenditure
DCA	11 542 105,82	10,09	Livelihood and Trade
DCA	4 193 982,67	3,67	Resources and Finance
DCA	242 671,00	0,21	Social Miti. of HIV and AIDS
DCA	13 164 275,00	11,51	Strengthening Civil Society
DCA	1 624 085,00	1,42	Women in Governance
CA	3 971 637,70	3,47	Access to Quality Health Care
CA	3 524 801,00	3,08	Core Expenditure
CA	3 139 494,00	2,75	Resources and Finance
CA	3 379 867,77	2,96	Social Miti. of HIV and AIDS
CA	3 601 621,00	3,15	Strengthening Civil Society
Total:	114 354 526,72	100	

Source: Maconomy and AFS from all four years.

It is not possible to break down funding data beyond NCA, DCA and CA because we do not have disaggregated data from 2011 and 2012. There are multiple back donors to the three agencies e.g. NORAD general, NORAD embassies, NCA earmarked, NCA non-earmarked, Danida, TV-collections, DCA earmarked, DCA non-earmarked, DFID, UKAM, CA own funding, EuropeAid via DCA.

²² JCP 2011-2014 Evaluation report has an overview of cost and grants from 2011 to 2013.

Most of the above mentioned funding sources have each their own reporting requirements. Many (including Danida) require a special audited financial statement based on the project Annual Financial Statements (AFSs) from partners; and JCP has made specific narrative reports on specific projects i.e. Give-a-Goat, TV Collection, UKAM, USA-based Isdell:Flowers Foundation. All in all, the reporting workload to back donors has been very heavy, demanding and costly - time that JCP staff could have used better working with partners' capacity building and monitoring systems.

During the first three years JCP did not manage to spend allocated budgets for programmes and cross cutting priorities, but this has changed. JCP has from 2014 worked actively on fund raising and on tapping more internal funding mechanisms from CA and DCA such as TV collections. In 2014, JCP had 14 different funding sources but many of these come with different reporting requirements leading to more administration and auditing costs. The message from the Norwegian Embassy on a cut made us realize how dependent JCP was on the embassy funding as it was approx. 23% of our total budget and earmarked for the RFAG & WIG programme and some cross cutting budget lines (monitoring).

Concept notes and full applications to back donors are done with targeted partners – where we believe they can deliver. Partner participation is less in concept notes but much higher in full applications. At the moment EuropaAid is more interesting as they give three-year grants and gives us and partners more predictability. We have also seen how e.g. Zambia Land Alliance grow and mature when they embrace and manage EuropeAid funding.

JCP has the potential to grow in terms of funding, but they main barriers right now are:

- Too many small projects with too many partners.
- Our internal paper work and time use on each project is too high (from appraisal, approval to reporting), which means less time to work with partners and support them.
- One year funding agreements instead of long-term agreements, or basket funding.
- Reporting for our various donors is extremely demanding, not harmonized and aligned e.g. we make a check.

B) MANAGEMENT OF MAIN DONORS AND DONOR RELATIONS

The merger required a lot of resources and management attention in 2011, 2012 and 2013, which did affect linkages and proper coordination with the main donors in Lusaka (e.g. the Norwegian Embassy and the European Delegation) as well as proper maintenance of relations to especially CA in London and DCA in Copenhagen. Relations have, however improved with all these stakeholders in 2014. JCP had regular meetings with the Royal Norwegian Embassy a possible new application for 2015; and when the Norwegian State Auditors visited JCP and our partners, and embassy staff were key note speakers during the partner Indaba in August on private sector development. Relations with the EU delegation are good now as we have close contact and made joint visits on a three-year funded programme with Zambia Land Alliance with funding colleagues from DCA Copenhagen. The EU delegation and Embassy were interviewed as part of the Joint Programme Evaluation. JCP maintain an information dialogue with DFID Zambia. The cooperation with our regional fund raiser is good and JCP staff knows him as one of ours.

11. EXIT STRATEGIES AND PLAN OF ACTION FOR NEW COUNTRY STRATEGY

As Zambia has moved to a lower middle income country in a “growth without development for the poor rural groups”; and as international funding modalities for Zambia change, JCP will also change in our new Country Strategy from 2016-2020. JCP will focus thematically and streamline from five to four programmes:

1. Natural Resource Governance
2. Economic Empowerment
3. Gender Based Violence
4. Reproductive Health

JCP will phase out some partnerships and increase work with fewer partners including higher budgets per approved project, where the results-framework is clearer on outcome deliverables and where we have multi-year agreements. We need to re-assess our geographical focus and work much more with partnership development to support and strengthen partner on their organizational needs.

The new strategy also needs to have a more qualified exit strategy or exit criteria, and we need to clear on when and why we exit from a partnership and eventually from Zambia.

12. ANNEXES

Annexes to the report

- A. List of abbreviations
- B. SOI figures
- C. Change story, send separately
- D. Pictures (see guidelines for quality requirements for pictures)
- E. Annual Financial Statement (AFS)

Annex A list of abbreviations is included below. The rest of the annexes will be shared upon request.

Annex A: List of abbreviations

EITI	Extractive Industry Transparency Initiative
PWYP	Publish What You Pay
RH	Right Holder
RFAG	Resource Finance and Accountable Governance
SACCORD	Southern African Centre for Constructive Resolutions of Disputes,
ZTP	Zambia Tax Platform
AIDS	Acquired Immune Deficiency Syndrome
ADL	Arch Diocese of Lusaka
ART	Anti Retro Viral Therapy
ARV	Anti Retro Viral
AQHC	Access to Quality Health Care
CARMMA	Campaign for Accelerated Reduction of Maternal Mortality in Africa
CBMI	Cross Border Malaria Initiative
CCZ	Council of Churches in Zambia and
CDN	Catholic Diocese of Ndola
CE	Classified Employees

CHAZ	Churches Health Association of Zambia
CHIs	Church Health Institutions
CHWs	Community Health Workers
CSO	Civil Society Organization
CTPD	Centre for Trade Policy Development
DHO	District Health Office/Officer
FBOs	Faith Based Organisations
GDP	Gross Domestic Product
IPTp	Intermittent Presumptive Treatment in Pregnancy
ITN	Insecticide Treated Net
IRS	Indoor Residual Spraying
JAR	Joint Annual Review
JCP	Joint Country Programme
LLITNs	Long Lasting Insecticide Treated Nets
MCA	Malaria Control Agent
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MoH	Ministry of Health
MoU	Memorandum of Understanding
NHC	Neighbourhood Health Committee
NHSP	National Health Strategic Plan
OAG	Office of the Auditor General
PMTCT	Prevention of Mother to Child Transmission
R-SNDP	Revised Sixth National Development Plan
RDT	Rapid Diagnostic Test
SAG	Sector Advisory Group
SNDP	Sixth National Development Plan
SWAP	Sector Wide Approach
SRHR	Sexual and Reproductive Health and Rights
STI	Sexually Transmitted Diseases
SWOT	Strengths, Weakness, Opportunities and Threats
TB	Tuberculosis
TTBA	Trained Traditional Birth Attendant
TWGs	Technical Working Groups
U5 Children	Children under the age of five years.
UNDP	United Nations Development Programme
VCT	Voluntary Counselling and Testing
WHO	World Health Organization
ZAC	Zambia Anglican Council
ZDHS	Zambia Demographic and Health Survey