



## GL Zambia Strategy 2016 -2020



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## EXECUTIVE SUMMARY

### Table of Indicators

KEY INDICATORS FOR MONITORING GL ZAMBIA WORK		
	2015	Target - 2020
<b>Impact level indicators</b>		
SADC Gender and Development Index Score	62%	
Citizen Score Card	73%	
Life time experience of GBV (where applicable)	69% women (44% men admit to perpetrating GBV)	
Gender Progress Score	67%	87%
% women in parliament	11%	50%
% women in local government	6%	50%
% women sources in the media	18%	50%
<b>Outcome level indicators</b>		
Average Gender and Local Government Score (GLGS)	68%	73%
Highest GLGS	87%	92%
Lowest GLGS	61%	64%
Contribution by councils to COE work as a percentage of overall budget	R12,468,428	R 18 468 428
Average Gender and Media Score (GMS)	81%	
Highest GMS	84%	
Lowest GMS	77%	
<b>Outreach indicators</b>		
No of local government COEs	44	74
No of GBV survivors trained in entrepreneurship	133	450
No of indirect beneficiaries (population covered)	7,229,119	14 000 000
No of media COEs	6	8
No of participants in events	93	186
% men participating in GL events	36%	48%
No of partner MOU's	3	6
<b>Institutional indicators</b>		
No of staff and interns	3	
Average length of service	2years	
Budget	R5,134, 078	R 8 136 145
Operational costs as % of budget	4%	7%
VFM savings as % of budget	4%	12%
VFM leveraging as % of budget	38%	42%

## Executive Summary

This strategy concerns Gender Links' (GL) operations in Zambia over the next five years. GL Zambia is a country registered branch of GL South Africa, an NGO founded in 2001 that envisions a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development that is being updated in line with the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063. This unique sub-regional instrument that GL and 40 partner organisations campaigned for is providing a road map for the attainment of SDG 5 – gender equality – by breaking this overarching goal into specific targets by 2030.

Though GL Zambia was registered as a satellite office on 14 December 2011, it has been operating as a field office under the auspices of Local Government Association of Zambia since July 2009. GL has also integrated the targets of the Protocol into its core governance and justice programmes, with strong linkages from local to national, GL works at the micro (workplace and local) level to promote the empowerment of women who constitute the majority of the poor, the unemployed and the dispossessed in Zambia.

With 15 of the 28 Protocol targets relating to economic empowerment, GL has expanded its gender justice portfolio (that previously focused primarily on ending gender violence) to include economic justice in its strategy. GL has further strengthened its own strategy for 2016 to 2020 by adopting climate change as a cross cutting theme. The strategy also strengthens the linkages from the ground up to national level: the COE's at local level; policy work at national level and the overarching goals of the SDGs.

This strategy aims to strengthen the existing COE model through on-the-ground backstopping and further programming, including expanding the economic justice and climate change dimensions of the COE model. In line with the evaluation recommendations, and learning from a model successfully tested by GL in Lesotho, GL Zambia seeks to cascade the COE concept to a further 30 councils, working through LGAZ, Gender and Local Government ministries. During the next phase, GL Zambia estimates that number of both direct and indirect beneficiaries to significantly increase. The beneficiaries' analysis is attached as **Annex A**. The strategy should be read in conjunction with the SWOT analysis at **Annex B**; the intervention logic at **Annex C** and the budget on an Excel spreadsheet attached.

## Strategic positioning

### Regional context

Southern Africa must confront a myriad of challenges as it attempts to address the needs and aspirations of its 100 million people, 40% of whom live in extreme poverty with per capita incomes ranging from \$255 per annum in Malawi to \$15,359 in Seychelles. The greatest challenge of the Southern Africa Development Community (SADC) continues to be the need to build a life for its people free from poverty, disease, human rights abuses, gender inequality and environmental degradation. The majority of those affected by these conditions are women. Across the globe, there is a consensus that gender equality is integral to economic growth and poverty eradication.

Founded in 2001, Gender Links (GL) is a Southern African NGO, headquartered in Johannesburg, South Africa that promotes gender equality and justice across the fifteen SADC countries of the region. GL also coordinates the work of the Southern African Gender

Protocol Alliance, set up around the SADC Gender Protocol (SGP) – a sub-instrument which brings together all key African and global commitments for achieving gender equality. The SGP is currently under review to be aligned to the Sustainable Development Goals (SDGs); the Beijing Plus Twenty review and African Agenda 2063. Furthermore, GL is currently chairing the Global Alliance for Media and Gender (GAMAG).

### **Vision**

Gender Links (GL) is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development.

### **Mission**

GL achieves its vision through a people-centred approach guided by the SADC Protocol on Gender and Development that is aligned to the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063.

Working with partners at local, national, regional and international level, GL:

- Promotes gender equality in and through the media, and in all areas of governance.
- Develops policies and action plans to ensure that gender equality is achieved, especially at the local level.
- Builds the capacity of women, men and all citizens to engage critically in democratic processes that advance equality and justice.
- Conducts campaigns for ending gender violence, HIV and AIDS, economic and climate justice and the rights of marginalised groups.

This mission is achieved through a strong commitment to **results** that includes:

- Evidence gathered through conducting research to identify gender gaps.
- Lobbying and advocacy using mainstream and new media.
- Developing action plans in participative ways that bring together a broad cross section of partners in learning that is applied and supported on-the-job.
- Establishing partnerships for the furtherance of GL goals with governments, NGOs, Community and Faith Based Organisations.
- Creating synergies to sustain the work.
- Monitoring and evaluating progress using appropriate regional and international instruments.
- Learning, knowledge creation and innovation.
- Ensuring value for money – economy, efficiency and effectiveness – in all GL's undertakings.
- Fund raising at country and regional level, including maintaining a diverse portfolio of funders and income generating activities through the GL income generating units.
- Enhancing institutional effectiveness: staff growth and development; efficient and effective use of IT, the purchase and maintenance of physical assets and an enabling environment for work and wellness.

The SADC Protocol on Gender and Development (SGP) provides “a roadmap to equality” for SADC member states. By implementing strategies to achieve the 28 targets in the SGP governments are increasing women's equal access to opportunities. GL coordinates the **Southern African Gender Protocol Alliance**, a coalition of NGO networks that successfully campaigned for the elevation of the SADC Declaration on Gender and Development into a more legally binding Protocol in August 2008 soon after the start of this project. This unique sub-regional instrument brings together all existing commitments to gender equality and sets specific targets, indicators and timeframes for achieving these. Targets of the Protocol to be achieved by 2030 include:

- Achieve gender parity in all areas of decision-making.
- Amend Constitutions to reflect gender equality.
- Halve gender violence.
- Quantify and recognise the unwaged work of women, especially in relation to caring for those living with AIDS.
- Ensure gender equality in and through the media.

As the SADC Gender Protocol targets are reviewed in line with the Sustainable Development Goals that contain over thirty gender targets and indicators, it is likely that the targets will be maintained, but timelines shifted to 2030. National government works at a policy level to achieve gender equality, while local government delivers services and has the most impact on people's daily lives. GL's Programme of Action seeks to make the links between these levels – from local to national to in line with its Theory of Change.

### Country context

With an estimated population of about 15 million, Zambia is a lower middle income country with a projected real GDP growth target of 4.6% down from the 6.5% projected for 2015. This is due to weaker global economic activity from the Eurozone and China which has subdued demand for commodities and depressed mining sector output. In 2016 the growth projections in all sectors will be constrained by electricity supply deficit. The Zambian Kwacha exchange rate decline and electricity deficit have added to inflationary pressure that have the potential to raise inflation rate above the 2016 target of 7%. Poverty, at over 60%, remains significant despite strong economic performance along the main transport corridors and reduced poverty in the large urban clusters.

Zambia gained its independence in 1964 and has a Westminster-style parliamentary democracy. Government consists of the President and the 158-seat national assembly. Held every five years, the latest elections were held in 2011 which resulted in 13% women's representation in parliament and 15% in Cabinet.

The wider political governance structure is organised around three-tier levels – central, provincial and local government level. Articles 151-164 of the constitution of Zambia establishes the local government system. Councils are established immediately after a district has been created and they form a primary level of democratically elected government structures that are closest to the people. Although councils are established as independent legal entities, they all fall under the ambit of the Ministry of Local Government and Housing (MLGH). Currently, Zambia has 103 local authorities categorised as city, municipal and district councils. There are four cities, 15 municipalities and 84 district councils most of which are rural. All the four cities and municipalities and 24 district councils are on the COE programme. Therefore, the COEs include councils located in rural and urban settings spread across all the 10 provinces of Zambia.



### **Electoral systems and quotas**

The fact that Zambia clings to a First Past The Post (FPTP) or “winner-takes-all” electoral system with no quotas at local or national government makes the probability of women ascending to political leadership very slow. There is no quota or scheme that reserves seats for women. Women and men compete on the same platform but “from different vantage points.” Promoting gender equality is crucial especially in Zambia’s highly patriarchal society where women’s second class citizenship is acclaimed by societal norms and cultural belief systems. Zambians have been engaged in limited national debate or discussion about altering the country’s current electoral system since a new system was proposed by the Electoral Reforms Technical Committee in 2005. The Committee recommended a version of the Mixed Member Proportional (MMP) system used in Lesotho. A dual ballot system, MMP, allows voters to cast two ballots: a constituency vote and a party vote. Constituency representation in the National Assembly is thus determined by the former while the latter compensates parties that have won fewer constituency seats. Candidates are then selected from a party list depending on the results of this party vote. However, this process has remained undecided for over a decade now.

While Zambia celebrates having a female vice president, Inonge Wina, women’s representation is still far short of achieving 30% let alone 50%. During the 2011 local elections, women won just 6% of local government seats, regressing by 1%. Parliamentary results were equally disappointing with the percentage of women dropping from 16% to 13%, far from the SADC Protocol target of 50/50. This is especially disappointing as it was Zambia’s last election before the 2015 deadline.

### **Comparative experience**

Adopting a quota for women in a First Past the Post System is tricky. Although parties can be obliged to field women candidates, there is no guarantee they will win. In the December 2012 local elections, Mauritius combined a gender neutral quota (30% either women or men) with a massive public education and awareness campaign that led to an increase in women’s representation from 6% to 26% in one election. The most water tight way of ensuring it works is to reserve seats for women.

This was tried in the 2006 local elections in Lesotho, in which one third of the seats could only be contested by women (to be rotated at subsequent elections). Although the high court upheld the system on grounds of “positive discrimination”, the system proved unpopular. Following a study visit to Tanzania, Lesotho switched to the mixed system in which women and men compete for the FPTP seats, but 30% of all seats are reserved for women and parceled out to parties depending on their percentage of the vote.

All the evidence from the region shows that the only way to increase women’s political representation, especially in First Past the Post electoral systems, is through special measures. With the date of the 2016 elections set as 1st August, GL Zambia seeks to partner with like- minded organisations in Zambia, ***to press home the case for a constitutional or legislated quota.***

Even if this is not achieved in 2016, it is critical to put the matter on the agenda now, especially as Zambia is still involved in a Constitutional Review. It is imperative that a white paper on electoral reform on promoting the adoption of quotas and electoral system reform be submitted to parliament for debate and hopefully adoption. This strategic focus on the

Fifty-Fifty campaign has been sadly lacking in past efforts. It is time to stop beating about the bush and advocate for measures that will really bring about change!

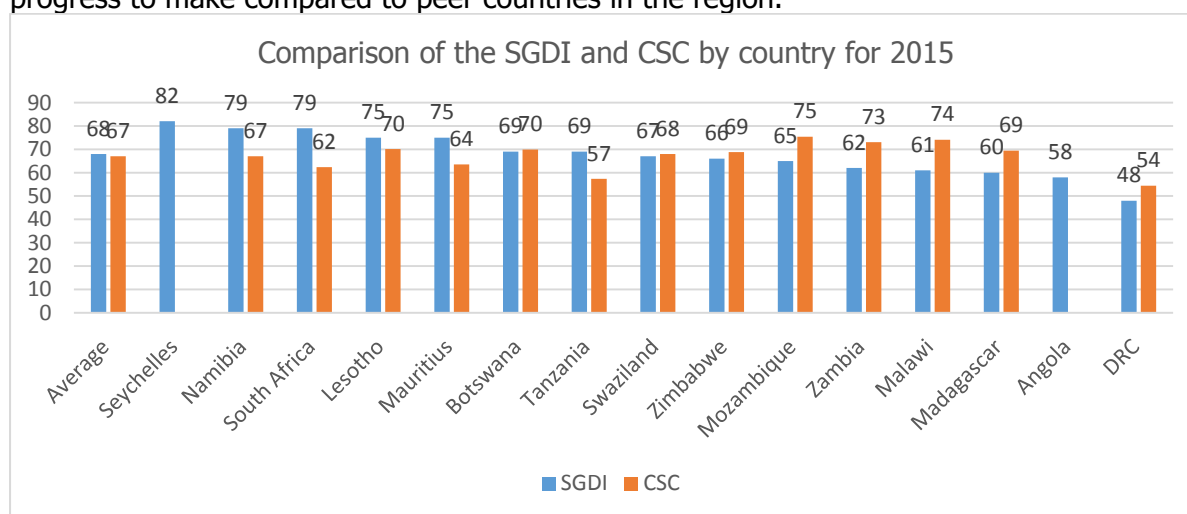
Regarding the social context, GL Zambia's recently completed a GBV baseline study which revealed that 72% of women have experienced gender based violence (GBV) while 51% of men admit to perpetrating GBV in their lifetime. The most prevalent form of GBV is intimate partner violence (IPV). The data shows that 41% of women experienced IPV in the last year, and 69% experienced IPV in their lifetime.

Emotional violence constituted a significant proportion of such violence, followed by physical, economic and sexual IPV. The social fabric continues to stack the odds against women. For instance communities often blame rape survivors as having sought victimisation by being promiscuous or seductive.

Zambia has an average score of 62% on the Gender Links Gender Progress Score Survey over the past three years. Despite this moderate progress, more still needs to be done to promote women's rights and gender equality in Zambia as a similar survey conducted during the GBV indicators research showed that most people are unaware of campaigns in place to promote equality and women's rights.

## Key gender issues

The latest SADC Gender and Development Index Scores suggest that Zambia is ranked 11<sup>th</sup> out of the 15 SADC countries. This points to the fact that Zambia still has significant progress to make compared to peer countries in the region.





### SGDI Scores by country and rank 2011 – 2015

	Baseline 2011	Rank	Progress 2015	Rank
<b>Region</b>	64		68	
Seychelles	79	1	82	1
Namibia	73	3	79	2
South Africa	79	1	79	3
Lesotho	73	3	75	4
Mauritius	71	5	75	5
Botswana	70	6	69	6
Tanzania	65	8	69	7
Swaziland	67	7	67	8
Zambia	61	9	66	9
Mozambique	57	12	65	10
<b>Zambia</b>	<b>58</b>	<b>10</b>	<b>62</b>	<b>11</b>
Malawi	56	13	61	12
Madagascar	58	10	60	13
Angola	56	13	58	14
DRC	45	15	48	15

*Source: Gender Links Annual Barometer 2015*

As for the legislative framework, it is still weak in protecting women's rights. However, it must be recognised that the Anti-Gender Based Violence Act (2011), signed by the Zambian President Rupiah Banda in April 2011 was a major step forward in the fight against gender based violence (GBV) in Zambia.

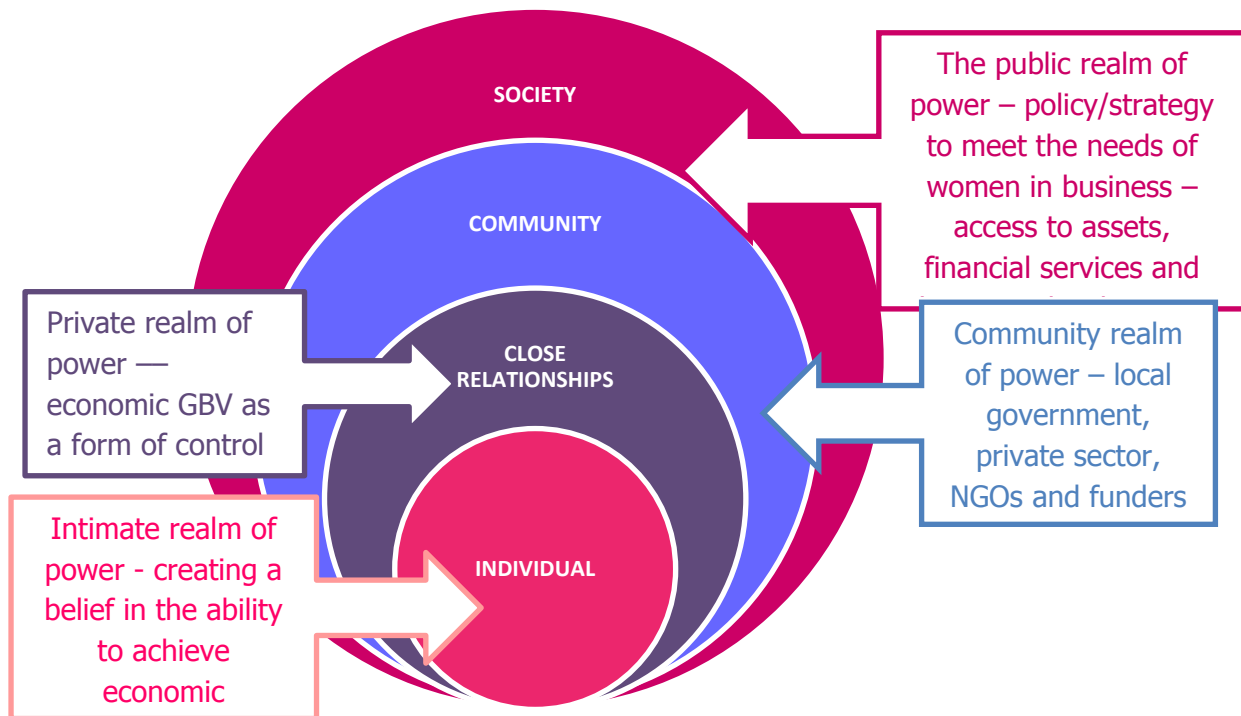
One of the most comprehensive laws on GBV in SADC, the Act gave hope to many women and children who have been subjected to GBV without adequate recourse. It promised a comprehensive framework for protection and means of survival for victims and survivors of GBV as well as prosecution of perpetrators.

A National Action Plan to End Violence was formulated but unfortunately this has now lapsed.

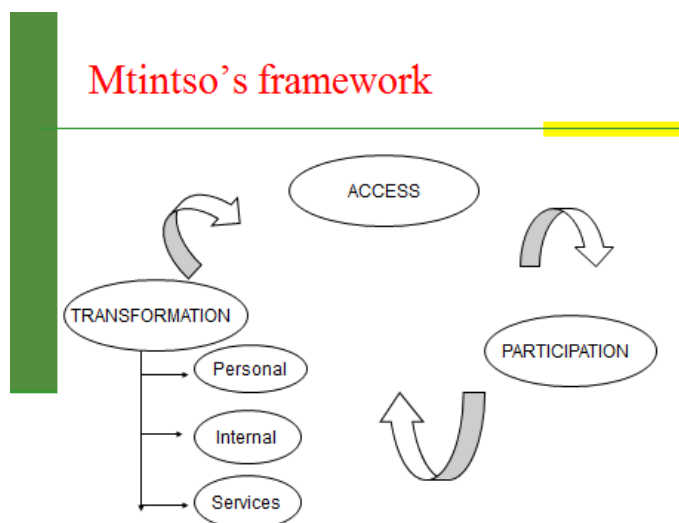
Over the next five years, GL Zambia plans to scale up lobbying and advocacy work to revive the National Action Plan to end GBV. Through its Governance Programme, GL Zambia will reach out to GBV survivors and provide them with the opportunity for transforming their lives through their own economic empowerment. The Governance Programme's Centre of Excellence (COE) process implemented through local councils provides for Entrepreneurship training to GBV survivors.

## GL's Theory of Change

GL Theory of change is illustrated below:



Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well as structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. While society generally identifies other forms of inequality, gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality follows the *life cycle* of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives – under their



fathers, husbands, even sons, and as widows subject to male relatives. GL's Theory of Change posits that while individual, family, community and societal factors often become a vicious negative cycle that militates against change each one of these layers can be reversed into a virtuous positive cycle that results in change. GL led the campaign for a SADC Protocol on Gender and Development with 28 targets to be achieved by 2015. GL works to achieve these targets in its media, governance and justice programmes. In its work on

gender and governance, GL makes use of Thenjiwe Mtintso's access-participation-transformation framework.

Mtintso posits that for women to make a difference, they must first have **access** to decision-making positions from which they have been excluded through formal and informal barriers. Globally, the only way in which women have experienced a rapid increase in political participation is through special measures, including voluntary and legislated quotas. Mtintso argues that access alone is not enough. Women can be in decision-making positions but still be excluded as a result of not occupying leadership positions in those structures, capacity constraints, and/or informal barriers that effectively still silence women. Measures therefore need to be taken to enhance women's **effective participation**. Access and effective participation provide the basis for **transformation** or change. This is measured internally through changes in institutional culture, and externally through the services delivered. At a **personal** level change is measured through the increased agency of women, and changes in the attitudes of men.

### **Programme of action**

The GL Zambia Programme of Action (POA) reflects the organisation's overall work, goal and vision. At the overarching level of the SADC Gender Protocol, GL works with Women in Law – Zambia National Office, the national focal network for the Alliance.

### **Alliance**

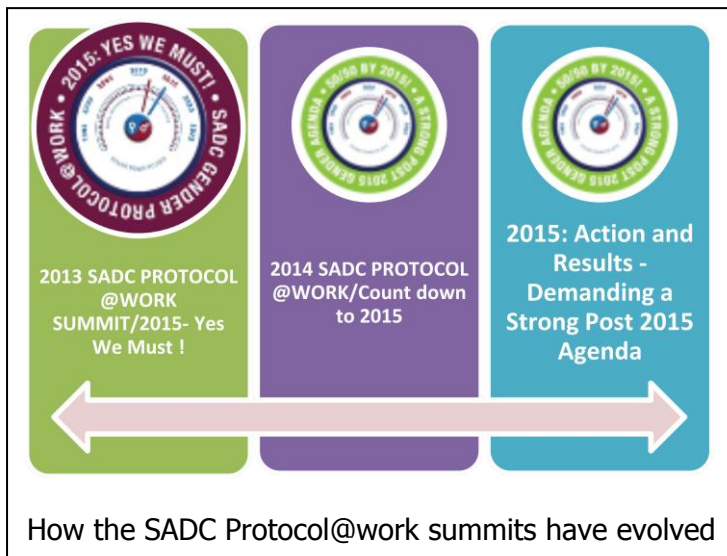
GL is recognised globally for bringing together a coalition of gender NGOs that campaigned for the elevation of the Southern African Development Community (SADC) Declaration on Gender and Development into a Protocol with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together national coordinating networks; regional theme clusters and interest groups to lobby for the implementation of the Protocol, Southern Africa's roadmap for achieving MDG 3 - gender equality. GL is also leading a campaign for an addendum to the Protocol on Gender and Climate Change, a cross-cutting theme in all its programmes. In Zambia, GL works with Women in Law Southern Africa to lobby and advocate for the adoption of the SADC protocol in all spheres of government, public and private lives of individuals. The Alliance in Zambia works closely with the Ministry of Gender and other relevant ministries to promote gender issues and women's rights, equality and justice. Women in Law in Southern Africa (WLSA) Zambia also collaborated with GL in running nationwide community meetings to popularize the SADC Gender Protocol and to produce the annual SADC Gender Protocol Barometer.

The Alliance is a loose coalition with formal elements. It works through national focal networks, thematic clusters and interest groups. Currently 15 country networks, nine theme groups and two interest groups exist and are at varying levels of functionality. To enhance ownership, country focal networks are identifying champions for each of the 28 SADC Gender Protocol targets at national level. The national focal organisations, lead theme cluster organisations and lead organisations of the interest groups form a steering committee that meets annually. Mailing lists, teleconferences and alerts ensure regular contact between committee members.

As the campaign shifted from signing to ratification to lobbying for implementation, the network was reorganised in order to be effective in monitoring implementation. The role of country networks is to:

- Organise and mobilise around monitoring the implementation of the SADC Gender Protocol, using various tools such as the annual SADC Gender Protocol Barometer.
- Develop gender champions at national level for advocacy work on key provisions of the SADC Gender Protocol.
- Organise thematically as a strategy to link to regional level and global level campaigns.

- Women in Law in Southern Africa Zambia act as the Alliance focus organisation in Zambia.



- Launch advocacy campaigns around hot button issues such as 50/50 campaign for increasing women's representation, GBV campaigns as well as the campaign for an Addendum to the SADC Gender Protocol on gender and climate change.

*Sharing good practices:* From the outset, GL has had a strong focus on gathering and sharing good practises through the SADC Gender Protocol at work summits. In 2013, as the local level work gained ground, and the Alliance country work strengthened, GL

and partners decided to bring the local government and media summits together in one SADC Protocol@Work summit, preceded by twelve country summits.

In 2014, the Alliance cascaded the summits to district level. The summits will continue to provide a learning platform for civil society and citizens through bringing together various networks and championing dialogue between grassroots and policy makers. As we move forward the summit will be a platform to take forward implementation of the Post – 2015 Protocol from a regional to an international level and use of IT for global reach.

Research is key to the work at GL. Every year findings are collated and updated in Barometers. The Barometer benchmarks progress by SADC countries' towards achieving each of the 28 targets of the SADC Gender Protocol by 2015. Since the baseline barometer in 2009, the Alliance has produced a Barometer each year, assessing progress in the count down to 2015. The Southern Africa Gender and Development Index (SGDI) introduced in 2011 is based on empirical data for 23 indicators. This is complemented by the Citizen Score which gives ordinary citizens an opportunity to hold their governments to account. Case studies of the [SADC Gender Protocol @ Work](#) provide qualitative insights on how the SADC Gender Protocol is used as a tool to promote gender equality.

### Summits

The fourth Zambia SADC Gender Protocol@Work Summit and Awards, under the banner "Now and Post 2015, Yes We Must", was held in Lusaka from 27 – 28 May 2015 at Cresta Golfview Hotel with awards given to 18 women and 6 men. A detailed participants list is attached at Annex A outlining the contact details of all the delegates who attended the two day summit. The summit was successfully held in partnership with the Ministry of Gender and Local Government Association of Zambia (LGAZ) and was sponsored by Gender Links.

### Quick facts:

- 96 participants: 25 males and 71 females
- 56 entries, from 45 women and 11 men
- 3 male winners and 10 female winners
- 3 male and 8 female runner ups
- 5 media houses represented
- 8 out of 34 COE Councils were represented

The summit featured a total of 56 entries from seven provinces of Zambia in a variety of categories namely Constitutional & Legal Rights, GBV and conflict Resolution, Climate Change and Sustainable Development, Faith Based Organisations, Media COE, Media Content, Local Government COE, 50/50, Emerging Entrepreneurs, Sexual & Reproductive Health Rights; HIV/AIDS and Leadership. Under the strip line "Now and Post 2015, Yes We Must", the summit and awards brought together local government authorities, GBV survivors, journalists, NGOs, CSOs, FBOs, Zambia Police and representatives from the Ministry of Gender and other government departments.

On the evening of 28 May 2015, Gender Links awarded 13 winners and 11 runner ups at a colourful gala dinner that was, once again, held at Cresta Golf View Hotel in Lusaka. The awards and recognition ceremony was graced by the GL Human Resources Manager, Vivien Bakainaga and the Assistant Director for Gender Rights Protection from Ministry of Gender and Child Development, Simon Kapilima. A detailed press release is attached on Annex C.

## **The Zambia National Conference was a great success in 2015.**

### **Zambia: Rewarding drivers of change**

Written by Lucy Banda and Memory Bwalya | 04 June 15. *Lusaka, 4 June:*



The SADC Gender Protocol@Work Summit came to an end on 28 May last week with 15 participants scooping awards in various categories.

The winners emerged from the Local government Centres of excellency (COEs), gender based violence (GBV), leadership, emerging entrepreneur, start-up business, 50/50 campaign, climate change, Faith Based Organisations, constitutional and legal rights and media.

The photo above shows Assistant Director Gender rights protection (MGCD) Simon Kapilima handing

over a certificate and award to the winner of COE in the media category, Zambia Daily Mail COE recipient, Panic M Chilufya. Out of the 15 awards presented at the gala night held at Cresta Golfview Hotel in Lusaka, 65% were scooped by women and 35% by men.

Government, faith based organizations, media practitioners, gender activists from all over Zambia were in attendance to compete and showcase their various projects they implement towards the achievement of the 28 targets in the SADC Protocol on Gender and Development. The 2015 SADC Gender Protocol Summit presented Zambia with an opportunity take stock of the progress it has made in attaining gender equality.

Gracing the occasion, Zambia's Ministry of Gender, Assistant Director, Simon Kapilima thanked the organizers and participants for the good and hard work they are doing in advancing gender equality in the region. *Kapilima said Zambia is one of the countries that were working round the clock to ensure there gender equality was achieved through the 50/50 representation in all sectors of decision making.*

*He said it was for this reason that Government is working with partners such as Gender Links in ensuring that the provisions of protocol were implemented and achieved.*

*He further said that as a way of advancing gender equality in the country, Government through the Ministry of Gender has put in place a new gender policy and urged participants to take advantage of its existence in the implementation of their various projects.*

*Kapilima recommended GL for its continued work in the promotion of gender equality in the region. He presented awards to the deserving winners and urged to them to make Zambia*

*proud by brining trophies back home from the regional summit slated for August 2015 in Gaborone, Botswana.* The summit had more than 70 entries in 11 categories, a representation of 60% women and 40% men in participation.

This, is an indication that women are showcasing their potential as equal partners in development. A winner of the 50/50 award, National Women's Lobby, Capacity building and leadership department officer, Evans Kunda called for the Post 2015 to have come up with new strategies and layouts to help empower women to promote gender equality.

"There is still so much work to be done, Post 2015 organizations have to have come up with new strategies and layouts to help empower women as well as promote gender equality," Kunda said. Kunda however said that the appointment of the first female vice president in Zambia is an indication that the country is embracing gender equality in trying to meet the 50/50 target.

## Media



In the media programme, GL has conducted ground-breaking research on gender in the media and media content, as well as in media education. GL is currently working with six Centres of Excellence for Gender in the Media (media houses) in Zambia on developing and implementing gender policies and action plans through a six-stage process. The focus of this process is on-the-job training and support and impact assessment. Training is mainly on understanding and reporting on key thematic areas espoused in the SADC Gender Protocol.

On impact assessment GL also monitors these media houses to assess the extent to which gender is mainstreamed in both institutional and editorial practices.

Over the next period, the Media Programme will disseminate the findings of its Gender and Media Progress Study (GMPS) and leverage upon it to raise awareness about discrimination within and through media houses. We will also conduct GMDC seminars as well as training programmes for journalists. These scores are based on 25 indicators of gender responsive governance. They reflect women's increased representation, participation, and access to resources and services as a result of the COE process.

## Governance

In 2010, GL undertook the first comprehensive research on gender in local government in Zambia – *At the Coalface, Gender and Local Government in Zambia* – as part of a broader regional study. This showed that even in their small numbers women in Zambia bring



different perspectives and interests to local governance. They are concerned about every day issues - health, education, land and waste disposal. They are seen as hard working; accessible; close to the people and to local issues. How much more value could women add if only there were more of them! Male councillors and constituents agreed that this is a goal to strive for. The COE model (see results of the first phase in the sections that follow) has gone a long way in putting gender on the agenda. Zambia, Botswana, Malawi, Madagascar and DRC are the only countries in SADC that

have not taken any special measures to increase women's political participation, with the result that they lag behind on every indicator. With women constituting less than 15% of the total at national and local level, and in cabinet, Zambia is not even half way to the original 2005 SADC target of 30% women in decision-making, let alone the 50% by 2015 set by the 2008 SADC Protocol on Gender and Development. Currently, women's representation in parliament is 13%, cabinet is 15% and local government is among the lowest in the region at 6%. These figures are receding from 16% women in parliament and 7% in local government in 2009.





## Change reflected in programmes

### Entrepreneurship training for survivors of GBV

The GL entrepreneurship training contributes to the targets the SADC Protocol on Gender and Development. It specifically addresses the following targets:

- Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of gender based violence by half by 2015.
- Introduce measures to ensure that women benefit equally from economic opportunities, including those created through public procurement processes.

Over the last 12 years GL worked with GBV survivors to document their personal testimonies or “I” stories. The project entitled *Healing through writing* provided insights into some of the drivers of GBV particularly of intimate partner violence. Many women write about economic dependence both as a cause for violence and as a reason for returning to abusive relationships.

### Objectives of the entrepreneurship training

The purpose of the training is as follows:

- To increase women’s agency and independence empowering them to participate fully in all aspects of their personal and public lives.
- To explore and document the link between economic empowerment and GBV.
- To link women in the communities with local economic opportunities in the COE councils in ten Southern African countries.
- Create agency and improve GBV survivor’s economic status.

### The programme

GL has trained GBV survivors on entrepreneurship in 10 COE councils in Zambia namely Chipata, Chirundu, Chibombo, Chililabombwe, Katete, Kasama, Livingstone, Lusaka, Mumbwa and Solwezi.

A total of 133 GBV survivors have successfully completed the three-phased training out of the projected 186 entrepreneurs translating into a completion rate of 72%. Through the entrepreneurship training GL will test the hypothesis that economic empowerment will increase women’s agency and self-realisation thereby increasing their ability to negotiate safe relationships or to leave abusive relationships. The training focuses on a combination of:

- Life skills including confidence building; writing; public speaking; decision making.
- Business skills such as IT; developing business plans and applying for tenders.
- Networking such as developing joint proposals; working as collective to access tenders from local government.

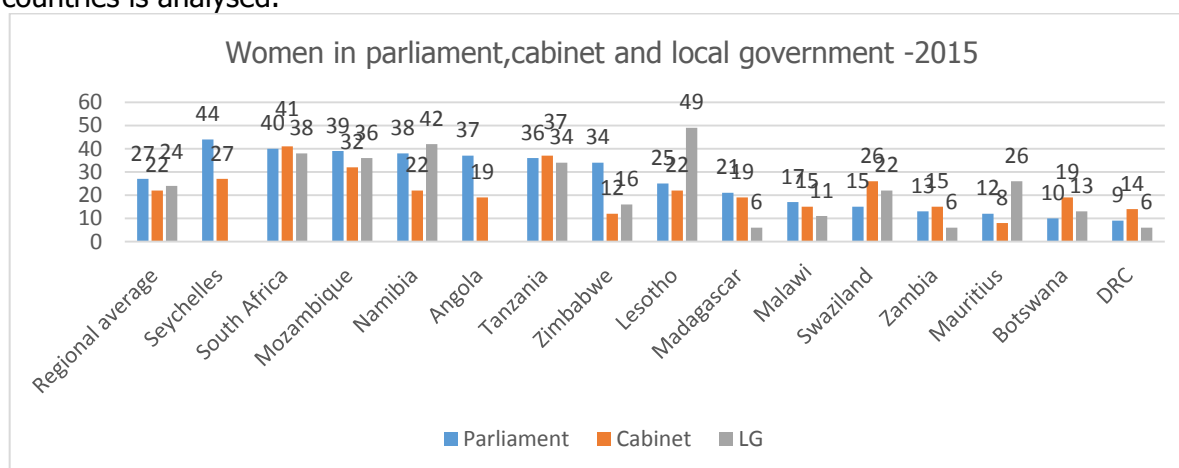
The training is divided into three phases. The inception phase introduces participants to life skills and business planning. Phase two then provides more in depth knowledge and information on starting a business. The participants develop business ideas and plans through these two stages with the enhancement of their knowledge through the curriculum.

Phase three focuses on growing business through mentorship and identifying option for raising business financing. Accordingly, the course is accompanied by three training manuals in the series called *Taking charge: Empowering GBV survivors through life long and applied entrepreneurship skills*. The following is a table showing the number of GBV survivors trained in each of the three phases in the 10 COE councils in 7 provinces;



Council	Phase I	Phase II	Phase III	Total
Chibombo	15	15	14	94%
Katete	16	15	12	75%
Kasama	20	16	13	65%
Lusaka	18	17	12	67%
Livingstone	20	19	16	80%
Chipata	19	13	11	58%
Chirundu	19	17	15	79%
Mumbwa	19	15	12	64%
Chililabombwe	20	17	15	75%
Solwezi	20	17	13	65%
<b>Totals</b>	<b>186</b>	<b>161</b>	<b>133</b>	<b>72%</b>

The performance of gender mainstreaming is research and comparative data between countries is analysed.



Source: Southern Africa Gender Barometer 2015

As illustrated in the graph from the 2015 SADC Gender Protocol Barometer, Zambia is at the lowest end of the SADC league when it comes to women's political participation. Zambia ranks with the DRC as the country in which women's political participation is low across the board.

### Gender in council budgets

2015	Rand
Gender specific allocation	3 396 315
Gender in mainstream projects	7 395 134
In kind contribution	1 083, 722
Funds raised for gender work	593, 257
Total = A	12 468, 428
Total spent by GL on the project in 2014 =B	
% council contribution to the COE process = (A/B) %	

- Over the years councils in Zambia have been receiving grants from central government in the form of Constituency Development Funds (CDFs). With these funds most COEs have been able to make direct allocations to specific gender programmes such as women's clubs, youth clubs, construction of markets, mothers' shelters at hospitals, etc.

- With the enactment of Gender Equality Act No. 22 of 2015 and the directive by the Ministry of Local Government to all councils to prepare gender responsive budgets with effect from 2016 budgets, gender allocations are expected to rise to more than double the 2014/15 figures. This underscores the importance that the current government attaches to gender work.
- In kind contributions from councils are in a form of, among others, venues for GL meetings provided by councils at either free of cost or at highly subsidised costs, travel and Daily Subsistence Allowances paid at prescribed government rates paid to council staff especially during summits. Besides, when councillors from far flung areas come to the civic centres for GL meetings boarding and lodging expenses are borne by councils.
- Councils on our COE programme have now started to appreciate that the conduit for gender mainstreaming is a gender management system (GMS). A critical component of any GMS is gender responsive budgeting

### Methodology

The COE model is a ten stage process summarized as follows:

Stage	Process	Principles
1	Meetings with management and political teams and adoption of COE process.	Political support: Getting buy-in at decision-making level.
2	Undertaking a gender audit of the council.	An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.
3	Mobilising meeting with council representatives and popularising the SADC protocol on Gender and Development.	Community mobilisation through SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
4	Inception workshop.	Action planning: Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
5	Action planning workshop	
6	Adoption of the action plan.	Commitment: Getting councils to make a public statement about their intentions with regard to the action plan.
7	Media, campaigning skills.	Capacity building through on-the-job training with council officials and political leaders. Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
8	IT for advocacy.	
9	Monitoring and evaluation	Tracking: Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
10	Summit	Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit.

### Cascading Work plan for Zambia's new COE's

The roll out strategy for cascading COE work in Zambia will highlight the envisaged twinning arrangement model which will see the adoption of established COE councils mentoring and

working closely with new councils especially for those new councils that were 'birthed' out of the old ones. The trained Gender Focal Points and Gender Champions, based in 34 councils across Zambia, will be the major drivers of the COE cascading process.

The already established COE councils will be identified as **cascading** councils whilst the new councils to join the COE process will be referred to as **core** councils. The aim of this approach would be to eventually have the core councils to graduate and become fully fledged cascading councils as well.

In conjunction with the cascading model with the councils, the COE process will be filtered into the councils by working with and through the existing structures of local government. This will be facilitated by working through council officials and councillors, some of whom have already undergone training via the GL Local Government Training of Trainers, (ToT). In those councils where capacitated GFPs are already in place, COE stages will further be divided between stages which can be performed by GL or GFPs. Through this strategy, council officials will be equipped with knowledge and skills to implement and take ownership of the COE process.

STAGE	What this involves	Who is responsible	Budget implications
1	Buy in	GL	Normal budget
2	Situation analysis	GFP/GL	Council staff Few refreshments
3	Village workshop	GFP/ Gender Champion	Travel and honorarium
4	Inception workshop	GL	Normal budget
5.	Action planning workshop		
6.	Adoption of Action Plan and Signing of Statement of Commitment	GL, GFP, Gender Champion	Normal budget
7	Media Skills	GL Media COE facilitator	Consultancy fee
8	IT for advocacy		
9	Monitoring and evaluation	GL, GFP	Normal budget
10	Summit	GFP, GL	Country summit budget

#### Summary of proposed GL Zambia COE roll out strategy

Province	Current COEs			Proposed COEs		Total Councils In the province	% COEs by 2020
	City/ Municipal	District	Total COEs	City/ Municipal	District		
Central	1	4	5	0	4	12	75%
Copperbelt	7	0	7	0	2	10	90%
Eastern	1	4	5	0	2	9	78%
Luapula	1	3	4	0	4	11	72%
Lusaka	1	5	6	0	1	7	100%
Muchinga	1	3	4	0	2	7	86%
Northern	2	1	3	0	3	9	67%
North-Western	1	1	2	0	3	9	56%

Southern	3	4	7	0	2	13	69%
Western	1	0	1	0	7	16	50%
TOTAL	19	25	44	0	30	103	72%

As illustrated in the table, by the end of Phase Two GL will have reached 74 or 72% of all Councils in Zambia, covering all provincial headquarters.

### Partnerships

Since the opening of the office, GL Zambia has succeeded in building a broad network of partnerships in government and civil society. These “smart partnerships” will be expanded in 2016-2020. GL Zambia’s most critical partner within the local government work is the Local Government Association of Zambia (LGAZ).

The current office space that GL Zambia is using is provided by LGAZ free of cost except for a nominal monthly administrative contribution. The offices belong to Lusaka City Council which is a member council of LGAZ. LGAZ is in full support of the gender mainstreaming strategy for local government and continues to play a key role in motivating councils to be part of the COE process. Every year, new councils buy-into the COE process through LGAZ at its Annual Conferences.

At a recent LGAZ Annual Conference in Livingstone City, GL was given an opportunity not only to explain the COE process but to also to present the ‘50/50 Campaign Strategy’. The conference brought together over 400 delegates from all the 103 councils, co-operating partners, government, civil society, commercial and financial sectors and traditional leadership. It was at this same conference that nine new councils made their buy-in for the COE process for 2015.

GL Zambia also has an established working relationship with the Ministry of Gender (MoG). The Ministry of Gender does not only coordinate all gender activities but is also the custodian of National Gender Policy framework which GL Zambia uses as the basis for holding government accountable. A revised ***National Gender Policy 2014***, that recognises the role that non-state players such as GL play, was launched on 12 December 2014, in Lusaka.

This was a momentous occasion that brought together all key stakeholders in gender matters to witness major milestones in the attainment of equality and justice. GL Zambia attended this occasion at which the Ministry’s ***“2014-2016 Strategic Plan”*** and the ***“2014-2016 Count Her In” campaign strategy*** were also launched.

GL will engage the Ministry of Gender to foster and strengthen this working relationship. To start this process, the Gender Advisor to the Minister has already been engaged in talks with GL for possible partnerships in the COE process now that the Ministry has established provincial offices. Besides, GL Zambia has in place a Memorandum of Understanding with the Zambia Institute of Mass Communication (ZAMCOM). ZAMCOM continues to be a resource base for GL Zambia’s interns for its M and E work and summit media coverage.

GL Zambia will seek to form partnerships with other public and private institutions for the advancement of COE work in the country. Plans are underway to approach the Ministry of Community Development on the possibility of collaborating in the work of women empowerment. GL Zambia is cognisant of the fact that economic empowerment for women is key to ameliorating their status in the face of gender based violence.



## Partnerships

AREA OF WORK	PARTNER	EXAMPLES OF COLLABORATION	HOW THIS WILL BE STRENGTHENED
<b>Gender and Local Government COE work</b>	Local Government Association of Zambia	Circulars supporting COE work being issued to councils	GL will train functionaries of the two ministries to run the COE process in the 34 new councils as well as help to backstop work in 58 councils as part of a strategy to enhance ownership and sustainability.
	Government Ministries - Ministry of Gender, Ministry of Justice, Ministry of Local Government and Housing	Getting buy-in for the COE process and conducting the 50/50 campaigns and roll out and strengthening the COE programme.	Capacity building for women in local government.
	Zambia National Women's Lobby and other Civil Society Organisations (CSOs) and Non-Governmental Organisations (NGOs)	Developing and adopting a gender policy for local government; supporting COE work. GL signed an MOU with Zambia National Women's Lobby.	Review and update the MOU to cover the extending and deepening of the COE process.
	Local Government Association of Zambia	Capacity building for women in local government.	Create synergies and dynamic linkages between this and the COE process
<b>Alliance work</b>	Women in Law Southern Africa	Embark on nationwide advocacy campaign for a legislative quota for women in local and national government	Foster critical mass among LGAZ and councils to promote a review of quotas and electoral systems at all levels in Zambia.

## Results for change

GL employs a set of Monitoring and evaluation processes for all its programmes including the COE. These processes begin with the administration of gender score cards by participants and GL, to be re-administered after the process has run its course. In the case of the COEs, GL is aligning several of its programmes and focusing these on specific localities, working to ensure greater synergy as well as greater impact.

<b>M and E for the COE programme</b>			
<b>ACTION</b>	<b>What is involved</b>	<b>By who</b>	<b>When</b>
SADC Protocol pack – knowledge and citizen assessment of efficacy	Citizen score card and knowledge quiz, SADC Protocol	Country Manager, M and E Officer	March every year for country and regional barometer (August)
COE verification – Gender Score Card (GSC)	Councils score themselves against 25 institutional gender indicators and use these to benchmark progress	Country Manager, M and E Officer	Annually in March

<b>M and E for the COE programme</b>			
<b>ACTION</b>	<b>What is involved</b>	<b>By who</b>	<b>When</b>
Drivers of change profiles; Changing Lives Analysis	Qualitative evidence of impact at individual level	GL Knowledge and Learning Manager; M and E Officer	Ongoing
GBV indicators research – Gender Progress Score (GPS)	Local GBV level prevalence and attitude survey	GL GBV indicators manager; Country Manager	Beginning and end of the programme
I Stories	Personal accounts of GBV		Beginning and end of the programme
Gender Empowerment Index	Structured questionnaire administered to identified GBV survivors.	GL Knowledge and Learning Manager; M and E Officer	Beginning and end of the programme
Gathering and disseminating best practices	Annual district, country and regional summit	Governance manager, country staff	March/April every year
COE Learning Paper	Summative paper on all the above	Country Manager	May/June each year

### Lessons learned

Attached at Annex B is a comprehensive SWOT analysis. Key issues include:

- **External:** Political uncertainties in view of the 2016 General Elections that may usher in a different government that may not recognise the importance of gender mainstreaming in local government. Further there is a risk of losing some of the vibrant and supportive Gender Champions through local government elections. The other challenge that most councils are faced with the ever dwindling of financial base due to erratic flow of central government grants especially to rural councils that form the majority of COEs. As a result little or no money is put into councils' gender budgets. Critical to the sustained continued operations of GL Zambia is the enhanced partnership with LGAZ that has over the years taken an initiative of conducting orientation workshops for councillors across the country soon after general elections-gender mainstreaming will be included in the councillors' orientation modules. GL will continue to strengthen the approaches that have made it possible to function so far. These include working closely with key ministries and council associations; nurturing and expanding partnerships, and insisting that councils make in-kind and direct contributions to enhance ownership.
- **Internal:** GL's limited internal capacity and teething office set up challenges are addressed in this proposal through expanding office staff to include two programme officers based in the provinces and several system improvements detailed in Annex C. These include the installation of Pastel Evolution in the Zambia office so that for accounting purposes the office becomes a branch of GL that syncs with HQ accounts but is administered autonomously. GL has also reviewed all finance, administration, Human Resource, IT, communications, Monitoring and Evaluation policies for 2014 to ensure they cater fully for expanding country operations. The anti-corruption policy that accompanies this strategy is a cornerstone of all operations.
- GL Zambia has further learned that national or provincial level action plans provide a broad policy framework but do not necessarily translate into actions on the ground.

This led to the COE concept – a six stage process (later expanded to ten stages) for working directly with local councils on mainstreaming gender in their work.

At the local level, GL has integrated the 28 targets of the Protocol into the gender action planning frameworks of the COE's. This has considerably strengthened the Local Economic Development sections of the plan, since the SADC Gender Protocol has sixteen economic targets that relate to equal access to economic decision-making as well as productive resources (including land and finance). The SADC Gender Protocol also has strong provisions on care work and the recognition of the unwaged work of women, particularly at grassroots level.

<b>GL Zambia Programme focus 2016-2010</b>		
<b>Alliance</b> <ul style="list-style-type: none"> <li>• Deepen the Alliance of Networks' reach to lobby and advocate for the adoption of the renewed SADC Protocol at all levels of government</li> <li>• Measure progress towards the SADC Protocol on Gender and Development and SDG 5 through research and publication of the Zambia Annual Barometer</li> </ul>	<b>Governance &amp; Justice</b> <ul style="list-style-type: none"> <li>• Accentuate gender balance and deepen gender responsive local governance in Zambia through the cascading of GL local government COE work</li> <li>• Campaign for legislative framework to allow for increased women's political representation in next round of elections</li> <li>• Hold district and national summits to embed progress towards gender equality</li> <li>• Campaign for the adoption of an updated National Action Plan for ending gender-based violence</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>• Disseminate findings of Gender and Media Progress Study (GMPS) to further gender mainstreaming in media houses</li> <li>• Hold GMDC seminars</li> <li>• Training of journalists on Gender and Media issues</li> </ul>
<b>GL Zambia Institutional Priorities 2016-2020</b> <ul style="list-style-type: none"> <li>• Grow and diversify our funding base</li> <li>• Deepen our linkage with Gender Champions within various stakeholder groups (Government, Media, Private Sector, NGOs)</li> <li>• Strengthen our internal capacity to deliver on impactful programme actions</li> </ul>		

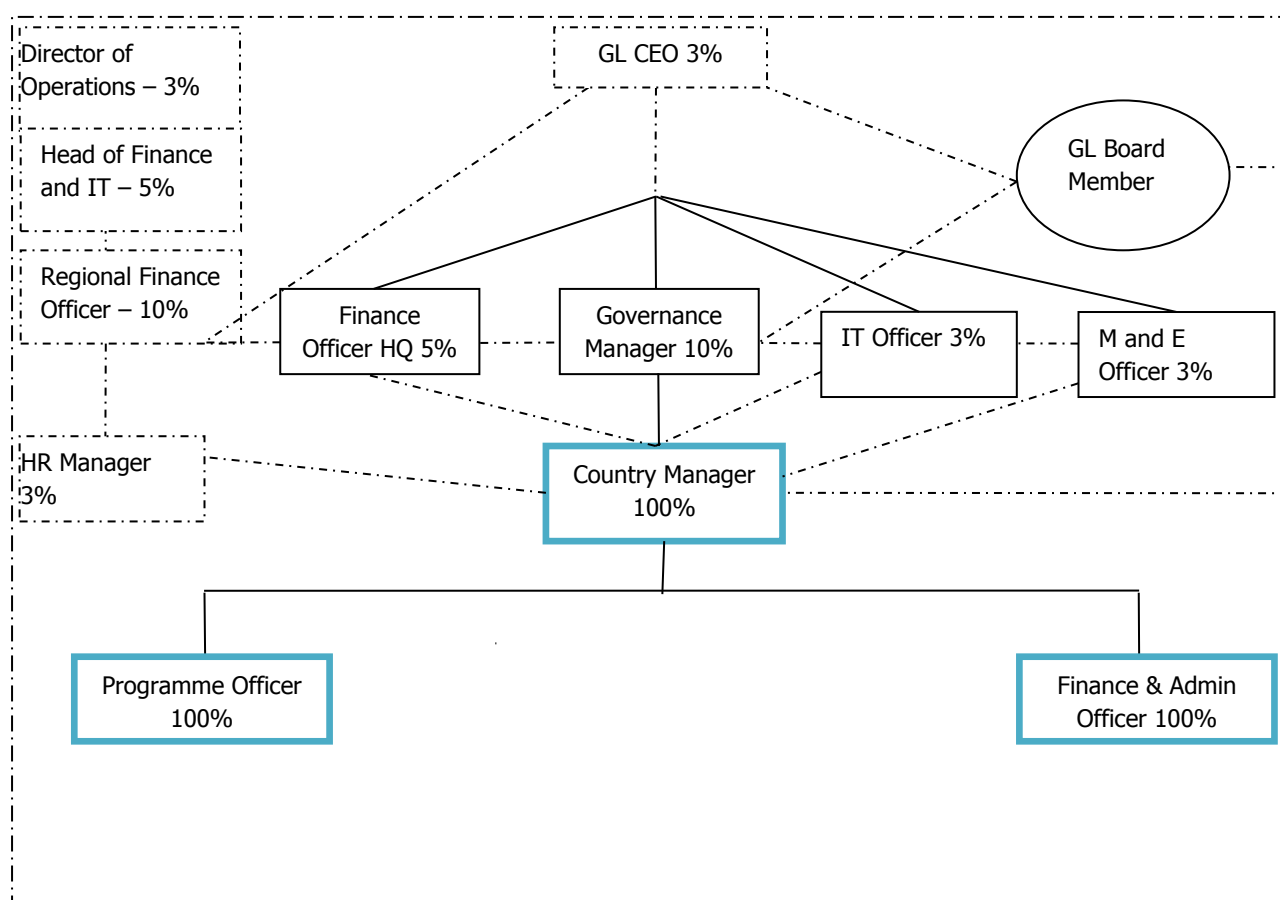


## Strategic thrust 2016 - 2020

2011-2015 Activities	2016-2020 Planned Activities
Regional summits held annually	Regional summits continue to be held annually
4 national summits held	5 national summits will be held
4 District level summits held	During this period, summits will be devolved to district level to provide greater depth, reach, visibility and engagement.
44 councils review and strengthen strategies for ending gender violence using the GBV Baseline Study.	The National Action Plan for ending gender violence that is being developed post the GBV Baseline Study is localised by 60 councils reviewing and strengthen strategies for ending gender violence using the findings of the study, and costing implementation as part of a Gender Responsible Budgeting initiative in partnership with LGAZ.
10 Councils entrepreneurship training for survivors of GBV	The programme will be extended to 10 more councils as part of a broader strategy to put gender action plans to work in practical ways that enhance economic justice and contribute to reducing GBV.
44 councils become COE and share best practices.	Complete all COE stages in 44 councils and cascade the concept to a further 30 Councils through LGAZ, Ministry of Local Government & Housings and Ministry of Gender.

- **Consolidation of the gains in all 44 councils that have started the COE work.** These councils are at different stages of the COE cycle with 43 having local action plans. GL will ensure that all stages in the first phase are completed and that continuous backstopping is provided.
- **Developing a cascading model** to leverage on the political good will of the Ministry of Local Government's commitment to have all these councils become centres of excellence in gender mainstreaming. The cascading model will be based on working through key functionaries, with GL playing more of a capacity building and backstopping role. GL held a strategy meeting with the Gender Focal Points from the first phase and the Provincial Gender Officers to map out a cascading strategy based on a successful model piloted in Lesotho. This has become feasible in Zambia as a result of the close collaboration with the gender and local government ministries in the GBV Baseline Study.

## Institutional effectiveness



The Gender Justice and Local Government programme is implemented by the GL Zambia office under the leadership of the Country Manager. The Country Manager is supported by a Programmes Officer. The Finance and Administration Officer handles all finance related matters and office management.

The office is supported by GL head office through the Governance Manager, regional Finance Officer, Director of Operations, Head of Finance and IT and the Chief Executive Officer. Their respective time inputs are illustrated in the organisational chart. Staff *not* in the chart who support GL's other programme work in Zambia include the Media Programme Manager; two media policy facilitators (resident in Lusaka); the entrepreneurship manager and entrepreneurship policy facilitator (resident in Lusaka); the Alliance and Partnerships Manager and Alliance Programme Officer.

## Risk analysis

Risk	Impact on the COE process	Mitigation Strategy
<b><i>Political Risks</i></b>		
Lack of buy-in and support by politicians and council administration for the process	Councils might not view gender mainstreaming as an issue for their particular institution and would choose not to become part of the COE process.	Create awareness amongst councillors and management in order to have the COE process endorsed politically especially during LGAZ's Annual Conference where GL is accorded an opportunity to explain the COE process to delegates from all councils in Zambia.
Sustaining enthusiasm for COE work within local authorities	Minimal engagement with local authorities due to human and financial resources to sustain momentum of the COE process.	Provide councils with context related evidence (research) as to why it is important for them to take up issues of gender mainstreaming in their service delivery
<b><i>Social Risks</i></b>		
Social dynamics located within certain parts of Zambia make it difficult to obtain political buy in and appreciation of gender mainstreaming.	Social and administrative dynamics in some councils delay and make political buy in can be difficult and this affects the desired spread of COE councils across the country	Use local knowledge and empathy to formulate local strategies for obtaining political buy in and support Use stakeholder mappings for each district to ensure full support for COE work
Constant cancellation and revision of planned workshop dates	The constant revision and cancellation of workshop dates by councils also creates a hindrance to the COE process and implementation.	Plan the workshop dates accordingly around the LGAZ and council meetings to avoid a clashing of workshop dates
Massive transfers of council personnel to fill up positions in the 30 in newly created districts	Transfer of Gender Focal Points (GFPs) from COE councils has affected ownership of process and made it costly for GL to complete all stages	Conduct Training of Trainers (ToT) for local government COEs to re-establish and renew the vigour and zeal to own and support the process.

## **Sustainability**

Key sustainability measures may be summarised as:

- Strengthening the existing, and training new Gender Focal Persons and Champions in all COE's; training gender and local government officials in the COE process, and backstopping them in running this process in 30 councils.
- Ensuring the Councils contribute at least 10% of the direct costs for the COEs.
- Fostering a culture of peer learning and sharing as well as twinning through the new District Level Summits.
- Enriching and enhancing the framework for gender responsive governance provided by the COE model through flagship projects for ending gender violence and entrepreneurship training.
- Continuing to nurture high level, multi-party political support for the programme from the parent ministries, LGAZ, the Alliance and civil society partners.
- Linking the local government work to national, regional and global processes through the 50/50 campaign and SADC Protocol@Work Summit.
- Ensuring that there are gender champions and gender focal persons within the identified COE councils to assist with implementation of the process
- Strengthening the COE process and the visibility of GL within Zambia needs to be prioritised.
- Create awareness amongst the political management in order to have the COE process endorsed politically
- Anchoring and strengthening existing relationships with COE councils is very vital to ensure the continuation of the process.
- Finalising the MOU agreement with University of Zambia Gender Studies Association (UNZAGESA) and also strengthen the work relationship between LGAZ and GL to ensure that the COE process continues within local councils.

## **Funding**

The country office needs to continue to source funding and in kind support from donors, partners and the private sector.

## **Diversification**

Over the next period, GL Zambia's main challenge will be to grow and diversify its funding base. This will be achieved through a series of donor meetings as well as seeking innovative partnerships with the business community.

Working towards enhanced efficiency of funds for greater impact, GL will continue to:

- Implement best practice procurement practices through the updating of the suppliers data base and ensuring competition in all major purchases.
- Pursue smart partnerships that result in sharing of expenses and in-kind support.
- Use the cascading strategy to enhance economy, efficiency, effectiveness through transferring ownership of the programme to the gender and local government ministries.
- Decentralise the staff structure to reduce travel costs and ensure more effective day-to-day backstopping on the ground.
- Plan efficiently using MS Project to ensure maximum synergies in programming.
- Implement rigorous accounting systems and oversight through Pastel Evolution.
- Implement a strict Anti-Corruption Policy

### **Budget and value for money**

The attached Excel spreadsheet provides a summary of the proposed budgets for the period 2016 to 2020. The budget shows that GL Zambia needs an average of ZMW4, 630,911.20 each year to effectively and efficiently meet its aspirations for the next five years. The breakdown demonstrates that 88% of the total sum required will go to programmes; 8% to support staff and 4% to operational costs; 1% to capital costs and 3% to monitoring and evaluation. These proportions are consistent with GL's overall budget and with good financial practise.

GL will continue to build on the VFM measures developed in the first phase to ensure greater **economy, efficiency** and **effectiveness**. These include:

- Good procurement practices through the updating of the suppliers data base and ensuring competition in all major purchases.
- Smart partnerships that result in sharing of expenses and in-kind support.
- The cascading strategy which will enhance economy, efficiency, effectiveness through transferring ownership of the programme to the gender and local government ministries.
- Decentralising the staff structure to reduce travel costs and ensure more effective day-to-day backstopping on the ground.
- Strong planning using MS Project to ensure maximum synergies in programming.
- Strong accounting systems and oversight through Pastel Evolution.
- Vigorous implementation of the Anti-Corruption Policy.

### Annex A: Local Government Beneficiary analysis

Council	Female	%	Male	%	Total	Direct beneficiaries	Indirect beneficiaries
<b>CENTRAL PROVINCE</b>							
Chibombo	1	8%	12	91%	13	24	293,741
Kabwe	2	7%	25	93%	27	48	202,866
Kapiri Mposhi	3	19%	13	81%	16	35	240,841
Mumbwa	2	10%	18	90%	20	46	165,442
Shibuyunji	1	11%	8	89%	9	15	52,840
<b>COPPERBELT PROVINCE</b>							
Chililabombwe	3	14%	19	86%	22	36	90,494
Chingola	2	7%	25	93%	27	47	210,026
Kalulushi	4	18%	18	82%	22	28	96,178
Kitwe	3	11%	25	88%	28	35	522,057
Luanshya	2	7%	28	93%	30	43	153,074
Mufulira	6	23%	20	77%	26	53	161,548
Ndola	6	19%	26	81%	32	72	455,122
<b>EASTERN PROVINCE</b>							
Chipata	1	5%	21	95%	22	40	452,438
Katete	1	6%	16	94%	17	23	240,795
Lundazi	0	0%	27	100%	27	40	314,241
Nyimba	0	0%	13	100%	13	21	85,663
Petauke	0	0%	18	100%	18	23	337,756
<b>LUAPULA PROVINCE</b>							
Chipili	0	0%	8	100%	8	19	32,544
Mansa	1	8%	12	92%	13	29	217,594
Milenge	0	0%	15	100%	15	29	43,649
Samfya	0	0%	19	100%	19	29	191,951
<b>LUSAKA PROVINCE</b>							
Chilanga	0	0%	9	100%	9	20	107,031
Chirundu	0	0%	6	100%	6	15	47,329
Chongwe	0	0%	10	100%	10	20	136,947
Kafue	1	10%	9	90%	10	19	242,735
Lusaka	2	6%	31	94%	33	140	1,742,839
Rufunsa	2	25%	6	75%	8	15	50,978
<b>MUCHINGA PROVINCE</b>							
Chinsali	0	0%	11	100%	11	26	147,819
Isoka	0	0%	13	100%	13	30	164,410
Mpika	4	15%	23	85%	27	44	211,381
Nakonde	0	0%	14	100%	14	30	117,987
<b>NORTHERN PROVINCE</b>							
Kasama	1	6%	16	94%	17	33	236,002
Mbala	0	0%	17	100%	17	35	213,254
Mpulungu	2	15%	11	85%	13	28	96,322
<b>NORTH-WESTERN PROVINCE</b>							

<b>Council</b>	<b>Female</b>	<b>%</b>	<b>Male</b>	<b>%</b>	<b>Total</b>	<b>Direct beneficiaries</b>	<b>Indirect beneficiaries</b>
Mwinilunga							132,688
Solwezi	0	0%	27	100%	27	46	238,959
<b>SOUTHERN PROVINCE</b>							
Choma	6	27%	16	73%	22	51	244,129
Kalomo	0	0%	15	100%	15	32	187,471
Livingstone	1	6%	16	94%	17	45	141,989
Mazabuka	2	9%	20	91%	22	34	261,234
Monze	1	6%	16	94%	17	25	195,896
Siavonga	1	11%	8	89%	9	19	42,424
Sinazongwe	0	0%	16	100%	16	21	102,186
<b>WESTERN PROVINCE</b>							
Mongu	5	23%	17	77%	22	41	128,762
<b>Totals</b>	<b>66</b>	<b>8%</b>	<b>713</b>	<b>92%</b>	<b>779</b>	<b>1,504</b>	<b>9,719,088</b>

NB:

1. Direct beneficiaries= Councillors and council management staff.
2. Indirect beneficiaries= Population served by these councils.

## Annex B: GL Zambia SWOT analysis 2015

	Strengths	Challenges	Opportunities	Actions
EXTERNAL				
Political environment	Relative peace in the country.	The 2016 general elections may result in some of the current Gender Champions falling. Non-repealing of repugnant laws such as the NGO Act poses a threat to gender work undertaken by GL and other civil society organisations.	The African Charter on the Values and Principles on Decentralisation, Local Governance and Local Development, Article 15, reinforces gender mainstreaming in Local governments. Zambia's political stability and the citizens desire to co-exist has enhanced the quest for gender equality. Affirmative actions from the Executive has enhanced visibility of gender as a cross cutting issue	Lobby for the incorporation of gender mainstreaming in the module for Councillors' orientation conducted by LGAZ soon after each general election
Economic environment	Diversified economic resource base.	The delayed approval and adoption of the Intergovernmental Fiscal Architecture (IFA) of the Intergovernmental Fiscal  The rapid depreciation of the Zambian Kwacha against major foreign currencies has caused sharp increases in prices of goods and services by over 70% in some instances. This has ultimately increased the cost of rolling out the	The government's resolve to maintain a single-digit inflation of 7% and diversify the Zambian economy from copper production to agriculture and tourism will assist in bringing down the cost of living.	Enhance application of Value For Money (VFM) strategy to ensure efficiency, effectiveness and economy in GL Zambia's operations



	Strengths	Challenges	Opportunities	Actions
		COE programme.		
GL Programmes				
Alliance	Strong Gender movement	Lack of in-country funding for GL programmes is likely to hamper smooth operations in Zambia		Continue seeking sources of funding for GL Programmes in country. Ensure enhanced partnerships for collaboration on certain programmes of common interest with other partners.
Media	GL Zambia is working with six (6) media institutions that include the national broadcaster which is the largest single media organisation in Zambia	Political buy in from senior management officials still very low as gender is not yet consider top priority in most institutions		
Governance – 50/50	GL Zambia has developed a 50/50 strategy to be rolled out in all 10 provinces before the 2016 Tripartite elections	Funding for the implementation of the 50/50 Strategy still remains a huge challenge.	The 2016 General elections provides Zambia with the opportunity to increase the number of women in political decision making positions	Lobby political parties to adopt more women in both Local Government and Parliamentary elections in 2016. Popularise the 50/50 strategy to all potential donors and partners to obtain financial support.
Gender and local government	Strong and cordial relationship with LGAZ has enable GL to	Massive and frequent transfers of staff especially from established councils to new ones has caused	The creation of more councils from 73 in 2011 to 103 in 2015 has broadened the scope of	

	<b>Strengths</b>	<b>Challenges</b>	<b>Opportunities</b>	<b>Actions</b>
COEs	<p>obtain political buy-in for its COE work.</p> <p>LGAZ has incorporated GL's COE work in its 2016 – 2020 Strategic Plan</p>	loss of trained Gender Focal Points who have moved to non-COE councils.	<p>GL's COE platform.</p> <p>The directive by the Ministry of Local Government to all councils to prepare gender responsive budgets for the year 2016 will enhance budget allocations for gender mainstreaming in COE councils</p>	
Justice	Stand-alone baseline research survey on GBV in place.			Use the GBV Indicators National Baseline results to re-enforce GBV Action Plans in all provincial centres of Zambia
Entrepreneurship	Transformation in the lives of individuals as well as institutionally.		The nexus between women economic empowerment and GBV has been embraced by all partners and this provides an opportunity for possible financial support for the programme.	Solicit for support to roll out the programme to at all provincial centres of Zambia
Partnerships	GL has from inception partnered very well with LGAZ which is an umbrella body for all councils in Zambia and has been working with the Ministry of Gender, Women and WLSA and other civil society organisations.			Consolidate existing partnerships and foster new ones with both government, private and donor agencies.

	Strengths	Challenges	Opportunities	Actions
<b>INTERNAL</b>				
Corporate governance	Well run office	Probably understaffed for the size of the country.	Employ more people.	Raise funds to accommodate more people.
Finance	Finances well run	Do not have a full time finance officer	Employ a finance officer.	Raise funds to accommodate.
Human resources	Experienced staff in country supported by head office			
Offices	Spacious office space rented to GL Zambia at a non-commercial rate.	Limited operating hours as a security measure put in place by the Lusaka City Council. Intermittent electricity power supply due to load shedding.		
IT	Superb IT systems in place that enable efficient and effective communication, data processing and enhanced quality decisions		Intermittent internet connectivity due to electricity power outages. High internet charges by service providers	Enhance back up mechanisms to avoid loss of vital data

## Annex C : Intervention Logic

GOAL				
To contribute towards gender balance and responsive local governance in Zambia 2020 in accordance with the provisions of the SADC Protocol on Gender and Development.				
SPECIFIC OBJECTIVES				
1. To increase women’s effective participation in local government through a campaign for a legislated quota in local government	2. To enhance gender responsive governance through Centres of Excellence for Gender in Local Government in two thirds of Zambia’s local authorities			3. To reduce GBV in communities through the implementation of local action plans.
OUTCOMES				
1. A legislated quota for women in local government through the 50/50 campaign ahead of the 2020 elections.	2. Women’s effective participation enhanced through lobbying and advocacy on leadership and gender analysis skills.	3. Gender responsive governance and accountability enhanced through over two- thirds of Zambia’s councils becoming Centres of Excellence for Gender in Local Government.	4. Sustainability enhanced through capacity building of Gender Focal Points within the Councils backstopping of the process to the gender and local government ministries.	5. A National Action Plan to end GBV is developed at national level informed by the GBV Indicator’s National Baseline Research and cascaded to local level through 44 current and 30 COEs that cost these plans as part of a Gender Responsive Budgeting strategy.
OUTPUTS				
1.1 Records of 50/50 campaigns and their impact in 74 councils.	2.1 Selected women in local government trained in lobbying and advocacy.	3.1. 44 original councils strengthen efforts towards gender responsive governance; 30 new COEs complete stages 1-10 of the COE process.	4.1 88 current GFPs plus 60 new GFPs from councils work closely with the Ministry of Gender to promote gender responsive governance.	5.1 74 costed local gender action plans responding to findings of GBV Baseline Study.
1.2 Records of strategy and lobbying meetings.	2.2 100 x Drivers of Change profiles	3.2 74 x Gender Score Cards and 5 more COE learning papers each year.	4.2 Revised manual and action plan for backstopping of COE	5.2 12 000 attitude surveys administered at beginning and 29 600 administered at

			process by ministries.	the end of 2020.
1.3 Amendment to Electoral Act	2.3 100 x Gender Aware Leadership Scores	3.3 3 district and 5 national summits x 600 pp; 200 case studies		
<b>ACTIVITIES</b>				
<b>1. Representation</b>	<b>2. Participation</b>	<b>3. COE</b>	<b>4. Sustainability</b>	<b>5. Ending GBV</b>
<ul style="list-style-type: none"> <li>• Lobbying meetings with political parties, ministers.</li> <li>• Adoption of a position paper on quotas by the Zambia Local Government Association (LGAZ).</li> <li>• Building strategic alliances with Women's Coalitions through formal membership and active participation in meetings; launch of Barometer etc.</li> <li>• Supporting development of a strategic plan followed by regular meetings.</li> <li>• Developing branding materials; strategic</li> </ul>	<ul style="list-style-type: none"> <li>• Work through ministry of local government to issue directive.</li> <li>• Hold training workshops.</li> <li>• Develop and monitor work plans and diaries.</li> <li>• Gather and analyse Drivers of Change profiles.</li> <li>• Administer Gender Aware Leadership Score Card</li> </ul>	<ul style="list-style-type: none"> <li>• 30 councils x 10 stages COE roll out;</li> <li>• Visit each of the Councils that has completed the ten stages annually for backstopping;</li> <li>• Undertake the scoring exercise with councils and compare to baseline scores (this will soon be automated online);</li> <li>• Motivate for a directive from the local government ministry setting minimum budget amounts; Track through annual verification;</li> <li>• Publicise district and national summits.</li> <li>• Gather best practices online. Brief judges, hold summits and</li> </ul>	<ul style="list-style-type: none"> <li>• Identify GFP in each of the ten provinces.</li> <li>• Conduct training needs assessment.</li> <li>• Conduct TOT in the COE process, including M and E.</li> <li>• Convene consultation with GFP from original 44 councils. Review and update gender action plans.</li> <li>• Devise backstopping plans for councils that have completed the COE process.</li> </ul>	<ul style="list-style-type: none"> <li>• All COE's review gender action plans to incorporate the findings of the GBV Indicators National Baseline study.</li> <li>• Develop and implement costed action plans for ending GBV.</li> <li>• Undertake visible 365 days local action plans on GBV.</li> <li>• Conduct attitude survey at the beginning and end of the programme to measure changes in attitude.</li> </ul>

<p>communications training.</p> <ul style="list-style-type: none"> <li>• Administering small grants to for 50/50 campaigns to 74 councils.</li> </ul>		<p>awards.</p> <ul style="list-style-type: none"> <li>• Analyse case studies. Write an annual learning paper.</li> </ul>		
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## Budget

Projects	Detailed Description	Unit (s)	Unit Cost (€)	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
				2016	2017	2018	2019	2020	
50/50 Trainings and campaigns	Travel @ 60pp x €50ppx4 campaigns (varies - local and air).	40	50	8 000	-	-	-	-	8 000
	Visibility materials, Documentation - press releases, pamphlets	1	2 000	2 000	-	-	-	-	2 000
	Accommodation and subsistence @ €65pp x 40pp per campaign x 4 campaigns	40	65	10 400	-	-	-	-	10 400
	Venue and conferencing @ €20pp*40pp	40	20	3 200	-	-	-	-	3 200
<b>Sub total</b>				<b>23 600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23 600</b>
<b>Strengthening Centres of Excellence for Gender Mainstreaming in Local Government</b>									
Overview of Gender Mainstreaming, Concepts and Promoting Gender Equality council by council									
Stage 4 - 6: Backstopping workshops on Gender Mainstreaming and Ending GBV in 50 councils over 5 years.	Logistics and training in 44 councils over 5 years x €1000/council	44	1 000	44 000	44 000	44 000	44 000	44 000	220 000
Stage 7 - Media and campaigns	44 councils x €750/council	44	750	33 000	33 000	33 000	33 000	33 000	165 000
Stage 8 - Making IT work for gender justice									
<b>Repeat Monitoring and Evaluation</b>									
Stage 9 (Monitoring and evaluation)	44 councils x €500/council	44	500	22 000	22 000	22 000	22 000	22 000	110 000
<b>Sub total</b>				<b>99 000</b>	<b>99 000</b>	<b>99 000</b>	<b>99 000</b>	<b>99 000</b>	<b>495 000</b>
<b>Entrepreneurship training for Survivors of GBV</b>									
<b>Developing baseline I Stories</b>									
Honorariums for writers- baseline	200 people(20/council x 10) x €35pp for baseline	200	35	7 000	7 000	-	-	-	14 000
Editing I stories - baseline	200 stories x €30/story	200	30	6 000	6 000	-	-	-	12 000
Honorariums for writers- follow-up	200 people x €35pp for follow up	200	35	-	-	-	7 000	7 000	14 000
Editing I stories - follow-up	200 stories x €30/story	200	30	-	-	-	6 000	6 000	12 000
<b>Training</b>									
Translation of training materials	€0.20 per source word per language for 20,000 words manual	1	4 000	4 000	-	-	-	-	4 000
Printing all training materials	Facilitators, Participant manuals and other training materials	1	2 000	2 000	-	-	-	-	2 000
Logistics for training workshops = travel, acc, venue	20pp x 15days x €60pp/day x 10 councils	300	60	90 000	90 000	-	-	-	180 000
Facilitation for Phase 1, 2 and 3 training workshops	€300/day x 15days x 10 councils	15	300	22 500	22 500	-	-	-	45 000
Business Capital Grants	€ 500pp x 200 grantees per council x10 councils	20	500	50 000	50 000	-	-	-	100 000
Logistics for backstopping workshops (Phase 4)	20pp x 3days x €40pp/day x 10 councils	60	40	-	-	-	12 000	12 000	24 000
Facilitation for backstopping workshops	€300/day x 3 days x 10 new councils	3	300	-	-	-	4 500	4 500	9 000
Strengthening Businesses of Pilot Emerging Entrepreneurs	Backstopping of Pilot Emerging Entrepreneurs @ 10 councils x €1000/council	10	1 000	10 000	10 000	10 000	10 000	10 000	50 000
<b>Sub total</b>				<b>191 500</b>	<b>185 500</b>	<b>10 000</b>	<b>39 500</b>	<b>39 500</b>	<b>466 000</b>
<b>SADC Protocol @ Work Gender Justice Summit, Learning, Knowledge sharing and Impact</b>									
Travel	€50pp x 5pp/council x 44 councils	44	50	2 200	30 000	30 000	30 000	30 000	122 200
DSA/Accommodation	€95pp x 5pp/council x 44 councils	44	95	4 180	4 750	4 750	4 750	4 750	23 180