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## ACTIONAID ZAMBIA COUNTRY STRATEGY PAPER 2018 – 2022

Action for Social Justice,  
Gender Equality and Poverty Eradication

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**COUNTRY STRATEGY PAPER**  
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## Table of Contents

Acronyms.....	6
Message from The Board Chairperson .....	7
Introduction.....	9
CSP 2022 Development Process .....	10
Reflections on the Strategy 2017 .....	12
Learning from our Implementation.....	13
Our Organisational Identity.....	14
Who We Are .....	14
Our Mission, Vision and Values.....	15
Defining Our Target Groups: Youth, Women, Children.....	16
Our Approach and Ways Of Working.....	18
Where We Work .....	20
Our Engagement Strategies .....	21
Contextual Analysis .....	22
Regional and Global Trends.....	22
National Trends .....	24



A.	Democracy, Rule of Law and Public Accountability .....	24
B.	Decentralization .....	25
C.	Constitutionalism .....	25
D.	The Economy .....	26
E.	Debt Management .....	27
F.	Resilience in the Face of Climate Change .....	27
	Identifying Opportunities.....	28
	AAZ Theory of Change.....	30
	AAZ Programme Framework.....	32
	Priority 1: Women and Girls Socio and Economic Empowerment.....	34
	Priority 2: Civic Participation and State Accountability.....	36
	Priority 3: Strengthen Resilient Livelihoods and Secure Climate Justice .....	38
	Priority 4: Advanced Transformative Women-Led Emergency	
	Preparedness, Response and Prevention.....	40
	Priority 5: Youth Led Alternatives and Engagement .....	42
	Organisational Development .....	44

# ACRONYMS

AA	ActionAid	HROD	Human Resources & Organisational Development
AAI	ActionAid International	HRBA	Human Rights Based Approach
AAIS	Action Aid International Secretariat	ICT	Information Communication Technology
AAUK	ActionAid UK	IT	Information Technology
AAZ	ActionAid Zambia	LRP	Local Rights Programmes
CAG	Community Action Group	M&E	Monitoring and Evaluation
CD	AAZ Country Director	MDG	Millennium Development Goals
CDF	Constituency Development Fund	MEL	Monitoring, Evaluation and Learning
CEDAW	Convention for Elimination of All forms of Discrimination Against Women	MS	Mellemfolkeligt Samvirke
CSO	Civil Society Organization	NGO	Non-Governmental Organization
CSP	Country Strategy Paper	OECD	Organization for Economic Cooperation and Development
DDCC	District Development Coordinating Committee	PDCC	Provincial Development Coordinating Committee
DMMU	Disaster Management and Mitigation Unit	PRRP	Participatory Review and Reflection Processes
FAO	Food Agriculture Organisation	SADC	Southern African Development Community
FISP	Farmers Input Support Programme	SDMC	Satellite Disaster Management Committee
GDP	Gross Domestic Product	SAG	Sector Advisory Committee
GII	Gender Inequality Index	SAIPAR	Southern African Institute for Policy and research
GRPS	Gender Responsive Pubic Services	SDG	Sustainable Development Goals
GRZ	Government of the Republic of Zambia	UNDP	United Nations Development Programme
GS	ActionAid Global Secretariat	VAWG	Violence Against Women and Girls
HoFSP	Head of Fundraising, Sponsorship & Partnerships	WDC	Ward Development Committee
HoPP	Head of Policy & Programmes	ZDHS	Zambia Demographic and Health Survey



## MESSAGE FROM THE BOARD CHAIRPERSON

ACTIONAID ZAMBIA (AAZ) strongly believes in the ideal that social justice is the key for a just, equitable and sustainable Zambia in which every person enjoys the right to a life of dignity and prosperity. This, however, can only be achieved if the people living in poverty and exclusion, their communities, organisations, activists, social movements and supporters are heard and can engage with duty bearers to influence decision making. It is about ensuring that democratic ‘space’ is created in ways that enable real influence for people living in poverty.

Over the years, youth organisations and movements have emerged to fight for justice and equality and struggling

to find their voice in the democratic system but to no avail. The poor public service delivery has exposed children to inadequate access to food, shelter, education, health services and reduces their chances to attain their full potential. The harmful cultural beliefs, practices and norms that are practiced countrywide contribute in putting the children and women at risk.

In strategy 2022, AAZ has renewed its commitment towards social justice, gender equality and poverty eradication for all; especially focusing on women and young people as a testimony of the organisation’s long standing agenda aimed at building a ‘Zambia’ in which every person enjoys the right to a life of dignity.

The Members of the Board are committed to fulfilling their mandate and supporting the work of ActionAid Zambia in playing a critical role together with other civil society organizations to achieve the ideals as stated in this current Strategic Plan (2018 – 2022).

Courage of conviction as a value is our drive to always stand in solidarity and speak for the marginalized, excluded and minority groups!

**Ms. Aretha Mwale**  
Board Chairperson  
ActionAid Zambia





*Activista Youths during the Inequality Week of Action*





## INTRODUCTION

### About the Strategy

The 2018-2022 Strategy is ActionAid Zambia's renewed commitment to continue with the fight against inequality and injustice that has continued to perpetuate poverty. The statistics show that over 40% of Zambians are living in abject poverty with the rural population accounting for almost 80%. This is despite the country having abundant natural resources and a youthful and energetic population. The statistics further show that extreme poverty affects about 60% of women and their households.

The gap between the poor and the rich continues to widen. The economic inequalities will persist and continue to grow for as long as the injustices which underpin them remain unchallenged. Zambia's Gini coefficient now stands at 0.69 up from 0.60 in 2010; much higher than the African average of approximately 0.43.

Our resolve in this Strategy is to boldly address the underlying causes of inequality. AAZ intends to challenge power imbalances and structural causes of poverty which continue to place a barrier towards socio-economic empowerment especially for women and young people.

This strategy is therefore a framework to demonstrate our response to these challenges. It aims to strengthen the voice and capacity of women and young people to claim their rights towards a just society. The strategy provides a framework to guide our work and a basis to monitor our effectiveness in achieving our goals and objectives, thereby leading us towards building a Zambia where equality and social justice prevail to guarantee life of dignity for all.



## CSP 2022 Development Process

This strategy paper was developed in a consultative manner aimed at determining the common developmental challenges and opportunities with focus on women and young people. This was done to get a deeper understanding of the underlying causes of inequality that should inform our interventions in order to remain responsive to the needs of the people who live in poverty.

AAZ was informed by the following review methods; Participatory Reviews and Reflection Processes (PRRPs) with local communities, Key Informant Interviews, Desk reviews, stakeholder validation meetings and consultations with the, AAZ Board, General Assembly and other partners were carried out in the process of developing this strategy paper. The comprehensive 2016 PRRPs findings fed into

the initial framing of this CSP and culminated into several processes aimed at effectively engaging key stakeholders in the change process to provide feedback on our development commitments.

In order to generate additional evidence, a midterm review of the 2013 - 2017 CSP was conducted. The review allowed us to assess the impact of our interventions, learn from our experiences and provided evidence for the direction of the new CSP. Additionally, strategic dialogues with local and national stakeholders including government departments pivotal to the campaign to end poverty in Zambia were conducted.

The process also entailed aligning our focus to the Global Strategy on Global Justice.







*Focus Group Discussions in process*



## Reflections on the 2017 Strategy

The 2013 - 2017 strategy was community rooted, with progressive linkages to national and global efforts of strengthening the voice of people living in poverty and exclusion. AAZ's work focused on advocating for women's rights; promoting climate resilient agricultural practices and sustainable natural resource management for food security and sustainable livelihoods; inclusive governance and advancement of education and youth engagement.

AAZ built voices of women to ensure they are not left behind in decision making processes in governance. AAZ worked to influence public resource mobilization and utilization through strengthened policies and regulations, challenging harmful tax practices and holding government accountable.

AAZ efforts fostered women's economic empowerment, equipped women and girls with skills and knowledge to protect their rights, linked women to victim support structures and mobilized women to speak against structural fundamentals that perpetuate the violation of their social, economic and political rights.

AAZ used the ActionAid Global (AAG) 'Promoting Rights in Schools' (PRS) Framework to promote ten basic rights among schools, school committees, teachers, parents, learners and communities. AAZ built a critical mass of young people through the Activista network and other initiatives to advocate for the promotion and protection of young people's rights.



***Children supported by AAZ in class***

Over the past 5 years, AAZ has enhanced its capacity to learn, reflect and plan with people living in poverty using participatory methodologies such as reflection cycles, Economic Literacy and Budget Advocacy for Governance (ELBAG) the mid-term review, annual PRRPs and other

## Learning from our Implementation

AAZ is getting into this new strategy motivated by the knowledge and experiences gained over many years of programme implementation. The mid-term review and the Participatory Review and Reflection Processes (PRRPs) undertaken during the 2016 and 2017 period provided broader lessons for the future as well as deepened AAZ's understanding of approaches in engaging with the various communities.



Community rootedness has helped AAZ to identify with the real needs of the people living in poverty, the marginalised and excluded. Furthermore, it has exposed the seriousness of the inequalities that exist and work against women and young people in the fight for justice.



Collaborative work with other Civil Society Organisations (CSOs) is essential for achieving gains on common issues. Work can be more rewarding if CSOs and other development actors consolidate their energies to engage duty bearers for improved public service delivery.



Occupying strategic policy dialogue spaces and investing in research with clarity of purpose can result in effective policy influence and ultimately translate into improved service delivery and provision of public goods.



There is strength in community driven advocacy, that is the realisation that people themselves have strength, knowledge and understand their situation better. Therefore, they are better placed to lead the processes of engagement with duty bearers and demand for their rights.



Creating safe spaces for young people such as giving them room to lead, building their capacity and supporting their struggles is critical in giving young people a voice and influencing decision making.



## Our Organisational Identity

### Who we are

ActionAid Zambia (AAZ) is a part of the ActionAid Global (AAG) Federation, sharing common values and aims to drive social change towards a just, equitable and sustainable world. The ActionAid Federation builds the active agency of people living in poverty, their organisations and movements, to address the structural causes of social injustice, gender inequality and poverty. This is in line with the United Nation's Sustainable Development Goals (SDGs) which have identified the importance of addressing poverty and inequality.

AAZ was established as a country programme in 1996 following the dissolution of ActionAid International's the Southern Africa Partnership Programme (SAPP). The new country programme continued to work with partners such as Hodi and implemented activities in Mumbwa, Luano and Masaiti districts. In 2008, AAZ changed its partnership approach and a year later phased out its activities in the initial districts

but broadened to implement in 7 districts i.e. Muchinga, Northern and Western Provinces. AAZ was initially registered as a branch of AA UK. However, in 2010 AAZ became an associate member of the ActionAid federation and a locally registered organization with its own local board of directors to oversee its implementation. In the same year (2010), AAI went through a merger with the Danish organization MS which saw the two organizations becoming one entity at the national level.

AAZ has undertaken various processes to establish a clear direction for our work in Zambia. In 2010, AAZ adopted a new Interim Country Strategy Paper (ICSP) as a key document to guide the work for the period 2010 – 2012. The lessons learnt during implementation of the ICSP were documented and informed the development and implementation of AAZ's first Country Strategic Paper for the period 2013 to 2017.



# Our Mission, Vision and Values



*ActionAid staff interact during the SIDA project launch*

## Our Vision

A just, equitable and sustainable Zambia in which every person enjoys the right to a life of dignity

## Our Mission

To achieve social justice, gender equality and poverty eradication by working with people living in poverty and exclusion, their communities, organisations, activists, social movements and supporters.

## Core Values

- **Mutual Respect**, requiring us to recognise the innate worth of all people and the value of diversity.
- **Equity and Justice**, requiring us to ensure the realisation of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, HIV status, disability, location and religion.
- **Integrity**, requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgements and communications with others.
- **Solidarity with People Living in Poverty and Exclusion** will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality.
- **Courage of Conviction**, requiring us to be creative and radical, bold and innovative – without fear of failure - in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality.
- **Independence** from any religious or party-political affiliation
- **Humility**, recognising that we are part of a wider alliance against poverty.



## Defining Our Target Groups:

### Youth

In Zambia, 30% of the 15.9 million population is aged between 15 to 35 years. Zambia is characterised by high levels of unemployment, limited educational opportunities, limited civic and political participation and inadequate access to information. These are some of the challenges limiting the ability of young people to realize their full potential.

The young people living in rural and remote areas are especially affected. Over the years, youth-led organisations and their movements have emerged to fight for justice and equality but struggle to find their voice in the democratic system. AAZ commits to supporting these efforts in strategy 2022.

### Women

Poverty in Zambia, especially in rural areas is more pronounced among women, with 70% females and 57% males classified as poor. There is a gap between women and men in educational attainment, literacy and exposure to appropriate information all of which are critical to human development.

Women are impacted significantly by negative cultural and social norms that perpetuate patriarchy. This translates into weak economic, social and political power of women, thereby excluding them from participating and benefitting from development.

### Children

The children form much of the Zambian population and are mainly located in poor remote areas.

Their location coupled with poor service delivery exposes them to inadequate access to food, shelter, education, health services and reduces their chances to attain their full potential.

The harmful traditional practices and norms that are practiced in most parts of the country, further put children at risk.





One of the AAZ supported Women Movements in Mufulira District



## Our Approach and Ways of Working

Using the Human Rights Based Approach (HRBA), AAZ shall support, conscientize and build knowledge and skills of collective agency of people that spearhead evidence based lobby and advocacy to shift power in their favour. Furthermore, building on the belief in local initiatives and their capabilities to ensure sustainability, AAZ will work to strengthen work through partnerships and be less of an implementer but a visible capacity builder and facilitator of change.

AAZ shall ensure interlinkages across priorities, programmes and projects and ensure that our initiatives are consistent from local to national level and adequately feed into federation and global initiatives.

AAZ recognizing the developmental challenges posed by patriarchy, shall apply a feminist lens and put women and young people at the centre of driving transformative change towards shifting power in favour of poor and marginalised women and young people.

The modernized child sponsorship will still remain our entry point to engaging children with focus on strengthening impact of our work on the welfare of the children AAZ works with. Global platforms will be used as safe spaces for young people, their organizations, movements and networks to mobilize, share, network and learn.







An Actionaid staff with children during the inequality week

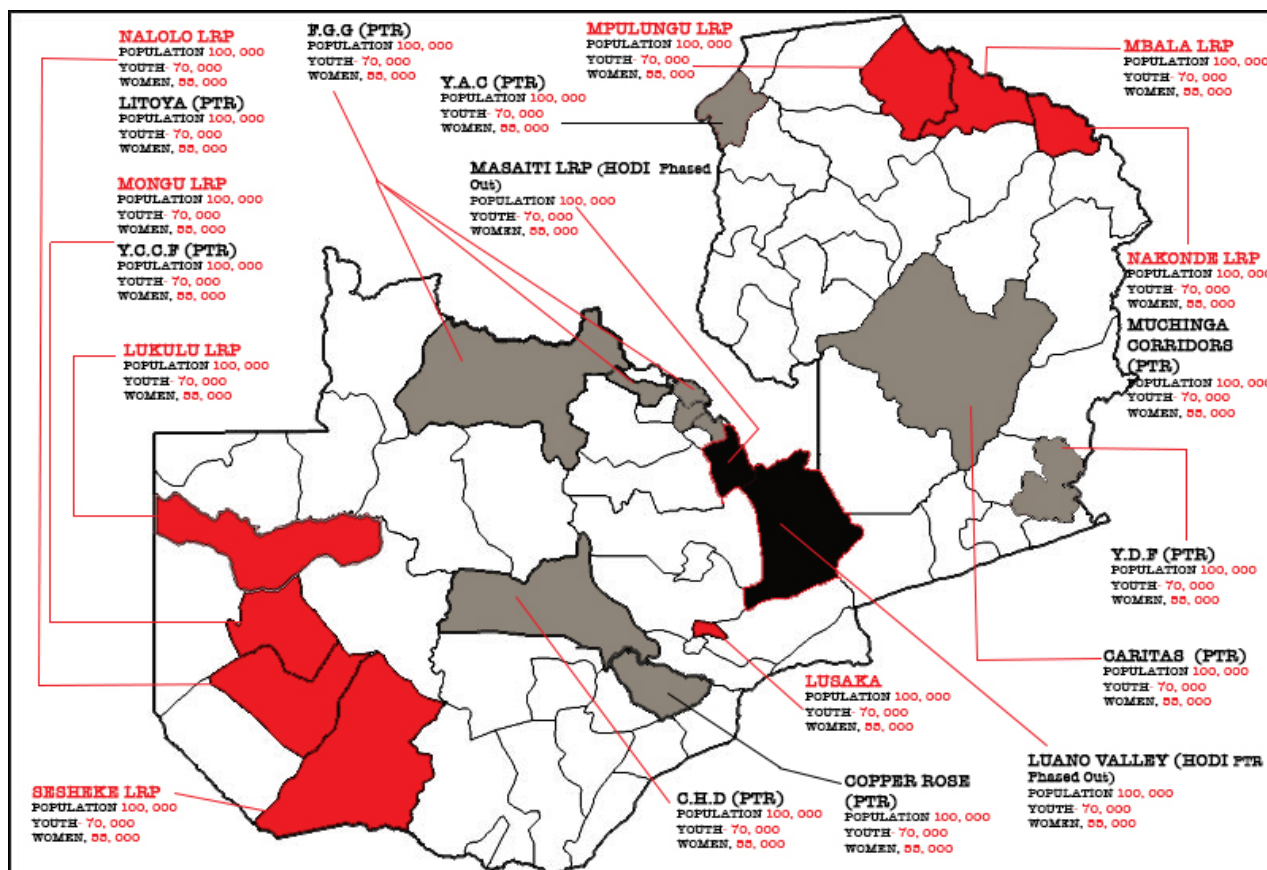


## Where we work

AAZ will, within the existing Local Rights Programmes (LRPs), adopt a more consolidated and cost-effective approach by focusing our resources on specific areas that are relevant to the local people's needs in a given context.

ActionAid Zambia operates in all 10 provinces of Zambia but has physical operations in Five (5) namely Western, Lusaka, Copperbelt, Northern and

Muchinga. Additionally, ActionAid Zambia operates Local Rights Programmes (LRPs) in seven (7) districts in the country. These include; Lukulu, Sesheke, Nalolo, Mpika, Mbala, Mpulungu and Nakonde districts. Furthermore, our work will continue through partners in all the 10 provinces of Zambia. AAZ is open to opportunities and possibilities that exist and may in the new strategy consider setting up new LRPs and hubs as needs arise.



## Our engagement strategies



*ActionAid Zambia Country Director Ms. Nalucha Nganga Ziba during a Radio programme*

AAZ will focus on strengthening its reach to communities at all levels in an effective manner to ensure the right strategies are employed to bring about meaningful change. The strategies will aim at addressing constraints faced by marginalised women and youth in their pursuit

of economic empowerment and civic participation in key decision-making processes. Some of the strategies include:

- Research and knowledge development to secure evidence-based advocacy

- Capacity development for both right holders and duty bearers
- Communications and campaigns for raising awareness, accountability and resource development.
- Building solidarity and alliances with like-minded CSOs and movements.
- Social accountability and building active citizenship
- Partnership approach
- Linking struggles from local to global through engaging with national and international movements, coalitions and networks.

It is anticipated that these engagement strategies will maintain our rootedness within the communities but also stage opportunities for engagement beyond national level to link up with other ActionAid countries in the federation and beyond for learning and joint advocacy.

# CONTEXTUAL ANALYSIS

## Regional and Global Trends

Globally, democracy and innovation have been key in improving many lives and lifting some out of poverty. In effect, this translates into improved public service provision. Efforts have also been made to ensure a sustainable green environment and more resilient livelihoods, especially for women and young people.

On the other hand, globalization and neo-liberalism have resulted in relatively higher levels of inequality between nations, within nations and classes of people, leading to injustice and violation of human rights.

The refugee influxes, dense migrations, political instability, shrinking political spaces, social, cultural and religious fundamentalisms and socio-economic injustices have affected many, especially women, young people, their organizations and advocates of their rights.

Over the years, there has been a bulge of the youth population. If effectively utilized, young people have proved to be an enormous resource to national and global development. However, young people can also be a threat when their fundamental rights are violated.

This has been the case in most African countries and Zambia is no exception. Women have also not been spared from these injustices adding on to gender inequality, unsafe and insecure public and private spaces, violations in emergency situations and limited resilience to social, economic, political and environmental shocks.

Limited state transparency, accountability on utilization of resources has exacerbated these challenges on the supply side. Implementation of relevant legal and policy framework and lack of compliance to government regulations by corporates is equally highly questionable.







photo credit: Merony Chisanga

*Human Rights Defenders confronted by police officers*

## National Trends

### a. Democracy, rule of law and public accountability

Since the reintroduction of multi-party democracy in 1991, Zambia experienced one of the most volatile elections in 2016 with unprecedented high levels of political intolerance.

The levels of antagonism amongst the political players and against civil society organizations and sections of the media were evident.

The introduction of the NGO Act by government threatened the NGO's operating environment. The NGO Act which was meant to increase government's ambit of control over NGOs has been faced with resistance and is still undergoing review.

AAZ is of the view that should such law be left unchecked, it could clearly result in significant narrowing down of space for non-state actors especially those that lobby and advocate for the rights of the masses.

In terms of state accountability, AAZ observed that there is inadequate involvement of citizens in planning and budgeting



*A youth voicing out her grievances*

processes weakening duty bearers' accountability to its citizens.

At local level, public accountability remains a challenge; inadequate implementation of supporting legislation and the seemingly weak political will to deal with various cases of misappropriation further impede allocation of public resources to improving the living standards of the women and youth.

There is also a lack of corporate accountability, especially in the

extractive sector where the private sector is expected to contribute to the growth and development of the local economy without undermining safety, gender, health and environmental considerations in surrounding communities.

In Zambia, efforts to enhance accountability have also been hampered by the absence of the 'Access to Information' Bill which is intended to increase government accountability but remains unpassed.



## b. Decentralization

The Government of Zambia adopted the National Decentralisation Policy (2002) in line with the Local Government Act and the Republican Constitution.

The form of decentralization adopted is devolution which aims to empower local authorities to assume responsibility for planning, enhancing community participation, putting efficient accountability and governance systems in place and mobilising resources for local services and programmes delivery.

Through decentralisation there are opportunities for public

participation and increased social accountability at various levels which include Ward Development Committees (WDC) Provincial and District Development Coordinating Committees (PDCC & DDCC) as well as other sector Committees. Despite these efforts by government to implement a decentralized system of governance and even devolution of resources in order to increase citizen participation in governance, little movement has occurred.

Although government has argued that the delays have been caused by lack of financial resources and capacities at local level, other people believe the entrenched

centralized governance system may be the real hindrance. There is evident reluctance to devolve resources to local councils and decentralisation is incomplete without power to control financial resources at local level.

## c. Constitutionalism

One of the major concerns on the Constitution has been the observation that it gives more power to the Presidency (the Executive) and has therefore largely weakened social accountability<sup>1</sup>.

Constitutional reforms<sup>2</sup> have also suffered piece meal approaches since 1965 and overall it can be said that the struggle for a new constitution that would meet people's aspirations and provide for democratic governance and rule of law in Zambia still needs to be sustained.

Community members undertake a social audit

- 1 The Auditor General's Reports which highlight misuse and theft of government resources have gone largely unpunished over the last 10 year
- 2 See <http://www.constitutionnet.org/country/constitutional-history-zambia> accessed 12 March, 2017



#### d. The Economy

Zambia's economic growth rates which averaged 6% between 2004 and 2014 have since fallen. In 2013, Zambia registered GDP growth of 6.4%<sup>3</sup> and in 2014, 6% GDP growth was recorded<sup>4</sup>.

However, in 2015, the recorded GDP dropped to 3.6% due to a decline in copper demand from China and other markets, a decline in agricultural output of 22% due to poor rains, fast growing government deficit due to a shrinking fiscal space and a serious electricity deficit which affected overall production and productivity of the nation.

For 2016, a slight improvement in GDP growth was recorded at 3.7 %, and later to 4.1% in 2017.

- 3 Ministry of Finance. (2013). Annual Economic Report. Lusaka: Ministry of Finance p.9  
4 Ministry of Finance (2014). State of the Economy Address. Lusaka: Ministry of Finance p.1

According to the World Bank forecast, the 2018 GDP growth was expected at 4.5%.

These levels of economic growth are inadequate to lift people out of poverty. Zambia ranks 144 out of 189 countries in human development indicators placing it in the bottom quintile of world human development.

Zambia still faces the challenge of diversifying its predominantly copper/minerals economy to manufacturing sector based on value addition to mineral and agricultural products. Such a switch would reduce its vulnerability to copper commodity prices and climate change and provide more jobs in the economy.

**According to the World Bank forecast, the 2018 GDP growth was expected at 4.5%.**



*Chingola residents take commodities to the market*



### e. Debt Management

Zambia's debt portfolio has increased since 2011. External debt grew from US \$1.9 billion to over \$ 7.3 billion and Domestic debt from US \$2.7 billion to US \$3 billion<sup>5</sup>.

The rapid increase in external and domestic debt and the inadequate accountability in the use of the resources<sup>6</sup> pose a threat to future generations as the government's capacity to fund social services will be overshadowed by debt repayments.

### f. Resilience in the face of Climate Change

Climate change, its potentially catastrophic impact on the planet and people's livelihood is now generally accepted as a reality in Zambia.

Zambia is prone to extreme meteorological events such as droughts and floods, with major impacts on food security and



public health. The main hazards of drought and floods often give rise to epidemics, pest infection and environmental degradation.

A study in 2010<sup>7</sup> already showed that climate change in Zambia has had the impact on decreasing agricultural productivity, increased death of wild animals, flooding in some parts of the country, drying up of rivers and the risk of Victoria Falls and Lake Kariba drying up.

There have been efforts made by Government such as developing the National Adaptation Programme of Action (NAPA) in line with the United Nations Framework Convention on Climate Change.

Other strategies include a comprehensive national policy on Climate change aimed at adaptation and mitigation interventions for climate sensitive sectors such as agriculture, water, energy, natural resources (forests and wild life) and human health.

The country's natural resource governance system still requires further strengthening in terms of enforcement and harmonization of national environmental legislations.

<sup>5</sup> Source: Ministry of Finance Zambia's Debt Sustainability Analysis Report 2014 and the 2016 Budget

<sup>6</sup> Zambian Government has not provided detailed use of the Eurobond loan which were issued in 2012 and 2015

<sup>7</sup> Couroche Kalantary, Climate change in Zambia: Impact and adaptation. see [https://www.american.edu/cas/economics/ejournal/upload/Global\\_Majority\\_e\\_Journal\\_1-2\\_Kalantary.pdf](https://www.american.edu/cas/economics/ejournal/upload/Global_Majority_e_Journal_1-2_Kalantary.pdf)

#### g. Health Rights and Accountability

Zambia still experiences a high disease burden despite making tremendous progress on some selected indicators.

According to the recent Zambia Demographic Health Survey (ZDHS) 2013- 14 report, the maternal mortality ratio (MMR) and infant mortality rate (IMR) have declined from 591 per 100,000 live births to 398 per 100,000 live births and from 70 per 1,000 live births to 45 per 1,000 live births respectively.

Furthermore, under-five mortality also declined from 119 per 1,000 live births to 75 per 1,000 live births. According to the Health Management Information System (HMIS), hospital malaria fatalities decreased from 24.6 per 1,000 admissions in 2014 to 19 per 1,000 admissions in 2016. Human immunodeficiency virus (HIV) prevalence in Zambia continued to decline.

The recent Zambia Population HIV Impact Assessment (ZAMPHIA) survey shows a reduction of

about 1.7 percentage points from 13.3% in 2014 to 11.6% in 2016. The health sector has also recorded remarkable progress on antiretroviral treatment (ART) coverage, which stands at 72% of the eligible people against the United Nations AIDS (UNAIDS) global target of 90%.

The country's national tuberculosis (TB) notification rate also declined from 321 cases per 100,000 population in 2012 to 314 cases per 100,000 population.<sup>8</sup>

#### Identifying Opportunities

AAZ's community rootedness, detailed understanding of the contextual challenges in Zambia and the ability to link to regional and global spaces has made AAZ efforts relevant to the development agenda.

The availability of civic, political and governance spaces of engagement and the availability of legal and policy frameworks supporting the causes AAZ stands for are among the key opportunities AAZ will take advantage of in the implementation of strategy 2022.

The presence of like-minded organizations and institutions which have prioritized similar areas of work as AAZ on resilience building, climate justice, civic participation and state accountability and women and youth empowerment, also provide opportunities for collaboration.

AAZ foresees technological advancement as another great opportunity to spur our youth engagement, campaigns and advocacy using social media.

Additionally, the 7<sup>th</sup> National Development Plan (7NDP) and the ongoing decentralisation policy implementation could provide an opportunity in strengthening our work towards redistribution of power and resources.

Finally, the alignment to ActionAid's New Global Strategy 2028; 'Action for Global Justice', provides a strategic link for AAZ to link its work from local to national through to regional and global. This will create opportunities for joint interventions and cross-country learning.

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<sup>8</sup> National Health Strategic Plan 2017-2022





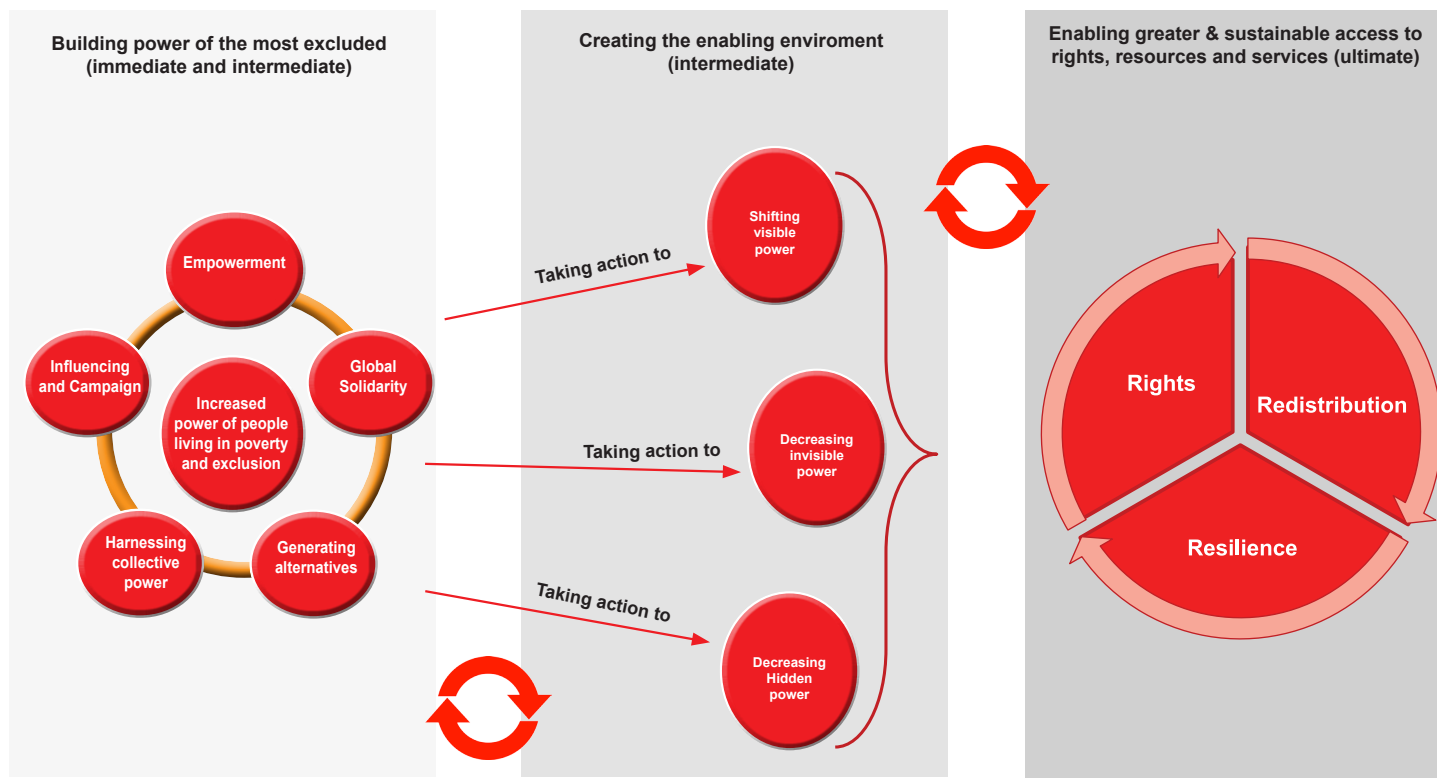


# AAZ Theory of Change

In order to achieve a just, equitable and sustainable Zambia it requires women, youth and children supported by men, to take individual and collective action to challenge causes of inequalities. This entails tackling

power relations in the home, community, society, at national and international levels. AAZ believes that an informed, active and organized people directly affected by a situation themselves can drive change by challenging established practices and seeking and pushing for alternative ones. This is with the understanding that working together as communities, at the local, national and global

levels, change is made possible, especially when these actions coalesce and are impactful on the structural causes of injustice, inequality and poverty. Further, the availability of information, strong desire for change and most importantly the use of that information through effective strategies and people power are all necessary components for endogenous change. ActionAid





Zambia recognizes that change happens in a non-linear manner therefore it will remain open to opportunities and help others see such opportunities. AAZ will work with social movements, community groups, women's groups, youth, children and other specific issue groups to support the processes of change in which they are engaged. Furthermore, in all this AAZ will put the vulnerable, marginalized and excluded people themselves at the center. AAZ will build on the

existing programming that supports the agency of people living in poverty and exclusion to claim their rights and increasingly connect the people, partners and communities whom AAZ works with including broader people's organisations and social movements engaged in struggles for justice at every level.

AAZ will continue to ensure women and youth living in poverty and exclusion are at the center, apply a stronger feminist lens to

enhance our approach and address intersecting inequalities. This will drive a deeper analysis of power and its many manifestations, enabling us to better work towards more equitable redistribution of power and resources, as well as enhancing women's ability to claim and enjoy their human rights. AAZ will increase its engagement with young people as important drivers of change and as the majority of the population in many of the communities where AAZ works.



## AAZ Programme Framework

The programme framework is anchored on AAZ's conviction that poverty violates human rights and that this happens because of unequal power relations which start in the family level and extend up to the global level. Violations of human rights are often a result of failures in governance. Governance is about the relationship between citizens and the state and the way the state uses its power and authority to manage its political, economic and administrative affairs.

Our programming is therefore a reflection of the belief in democratic people-centred governance where governance processes and the exercise of power are guided by human rights principles and values. The programme framework is informed by the collective priorities at local level; underscoring the needs of women and youth whom AAZ works with. The local priorities have also been aligned to global priorities; in this regard, AAZ will endeavour to strike a balance as part of our dual citizenship role.

Our overall goal over the next 5 years is to work towards 'achieving social justice, gender equality and

poverty reduction by shifting and redistributing power and resources, strengthening the resilience of communities and movements, and fulfilling the rights of people living in poverty and exclusion especially women and young people.'

This goal is premised on the three interconnected and mutually reinforcing pillars of our programming: **Rights, Redistribution and Resilience.**

The programming under the Rights framework will focus on strengthening women and young people's movements, CSOs and other self mobilised groups to claim their rights by challenging harmful social and cultural norms and practices which deepens inequality and fuels violation of rights.

As for the Redistribution framework, AAZ will focus on promoting women and young people to have access to and control over productive resources and ensuring benefits from natural resources are equitably shared to create equal opportunities. AAZ will continue to advocate for state recognition of Women's

unpaid care work whilst putting in place mechanisms to redistribute financial resources for improved quality of gender responsive public services. This constitutes the idea of rights-based, people-centred governance based on the rule of law and principled on democratic values of participation, equity, justice and fairness.

The programming framework pillar on resilience will focus on building the resilience of people living in poverty and exclusion to withstand shock. Several efforts will be put in place ensuring recovery from and transformation of systems that increase their vulnerability to emergencies. Therefore given the impact of climate change, strengthening resilience will focus on safeguarding food sovereignty and achieving ecological and climate justice.

***Our programming is therefore a reflection of the belief in democratic people-centred governance where governance processes and the exercise of power are guided by human rights principles and values.***





A youth participates in a non-violent protest at Parliament



## Priority 1: Women and Girls' social and economic Empowerment

Our focus is on addressing structural barriers that prevent or limit women and girls' exercise of their economic rights as well as to challenge social norms that continue to undermine their role and stifle their potential to thrive.

In line with SDGs 5 & 8, AAZ will engage with policy makers to push for sound policies and strategies that recognise and value unpaid care work to achieve women and girls' full and equal access to paid economic activities and other sustainable livelihoods.

We will engage in advocacy to hold the state accountable in fulfilling its role of providing free, accessible and gender responsive public services.

We will support women and girls in addressing deeply-rooted gender norms and discriminatory practices against them and other marginalised and excluded. Ensuring economic and social justice is seen as a prerequisite to addressing all forms of violence against women and girls as they negatively impact all other rights, including access to economic justice.

### The change we want to see:

- Structures and systems at all levels are transformed to respect and enable women and girls to enjoy equal rights and opportunities that ensure social and economic justice, and that women and girls can freely organise and mobilise for change and protection of their rights.
- Corporates and all other institutions are accountable for women and girls's safety in places of work, paying them fair and decent wages, and promoting and protecting their rights as workers.
- Improved agency of women and girls and their organisations, movements and groups to challenge and shift harmful gender norms and practices to reduce violence and increase access to social and economic justice.







## PRIORITY 2: Civic Participation and State Accountability

ActionAid Zambia will mobilise people living in poverty and exclusion, our partners, allies and movements to expand space for active civic participation of women and young people to build a redistributive state that ensures progressively and adequately financed public services which are gender responsive, accountable to people and contribute to transforming societies to be more just and democratic.

This leads to three core focus areas:

- **Public participation:** We will mobilise with partners and allies to protect and expand political space for civil society organisations and participation in democratic decision-making to influence and hold the government and corporates accountable.
- **Public resources:** We will mobilise to demand for efficient, participatory, accountable and progressive tax, allocation and utilisation systems.
- **GRPS Public services :** We will contribute to transformations in the quality, inclusiveness, accountability and gender responsiveness<sup>1</sup>

<sup>1</sup> To become gender-responsive, we need to address practical and strategic needs of women and youth. A gender-responsive public service identifies that males and females often have different – practical and strategic – needs and priorities. By tackling this, we work towards a transformation and a shift of gender power relations

of public services especially education, health and agriculture that would transform the lives of women and young people and we will challenge privatisation.

### The change we want to see

- Progressive legislation and policies that promote transparency and accountability in governance and enhances civil liberties and rights, regardless of status.
- Empowered young people, women and people living in poverty and exclusion who are actively participating in decision making processes and are holding duty bearers accountable for improved gender responsive public services.
- Progressive tax and allocation systems in place coupled with sound policies and legislations mechanisms that increase transparency and accountability in public finance.





Citizens demand for Tax Justice

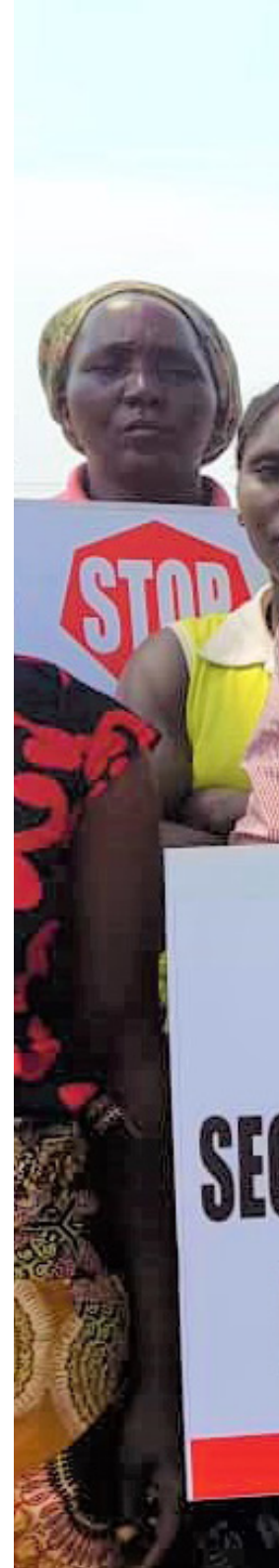
## **PRIORITY 3: Strengthen Resilient Livelihoods and Secure Climate Justice**

This priority signals a greater focus on ecology, climate justice, and inter-connectedness of natural resources, resilient livelihoods, food sovereignty and agroecology. There is an ambition to start engaging much more systematically with young people in addition to our deep-rooted work with rural women. We will focus on identifying threats to women and young people's food security and livelihoods as well as negative impacts of climate change and resource grab as these are critical for building resilience.

At the local level, we will work to build capacity, raise awareness, and mobilise women and young people to defend the commons, achieve resilient livelihoods and climate justice. We will invest in evidence-based research to challenge false solutions, be it industrial agriculture, extractive, model of development etc. Further, we will focus on building alternative models, which is targeted at changing mind-sets, rejecting false solutions, proposing real solutions that are good for people and the environment.

### **Change we want to see**

- Women, young people and community leadership actively adopt, promote and implement agroecology as a strategy for climate resilience and food sovereignty, have access to information and demanding for progressive allocation of funds for agro ecology (including extension services).
- Debates have been generated among civil society, governments, multinationals and other key stakeholders about false solutions put forward by corporations and donor countries, and in support of real solutions (such as agroecology and ensuring land rights).
- Empowered women and their communities are influencing decision-making on natural resources (with improved access, control and sustainable use) and traditional leadership actively supports them. Change in attitudes and social norms which stand in the way of women's access and control over land and other resources with stronger natural resource rights to influence progressive policies and laws, particularly the right to decide and challenge climate related negative impacts such as displacements / land grabs and pollution.





**✗ RISE FOR  
CLIMATE**

**ZAMBIAN LEADERSHIP  
SECURE BETTER ENVIRONMENT  
FOR FUTURE GENERATION**

**LEAVE NO ONE  
TO COMBAT  
CLIMATE CHANGE  
#SDG13**

Women demanding for Climate Justice

## **PRIORITY 4: Advance transformative women-led emergency preparedness, Response and prevention**

The humanitarian sector remains top down, patriarchal and fails to put affected communities' voice and agency at the heart of decision making. In addition, the humanitarian sector struggles to connect to the development sector despite more people than ever before being affected by humanitarian disasters, protracted crises, and occupation.

Through building resilience, shifting power to the most affected, strengthening the accountability of the humanitarian sector to affected communities and building women's leadership, we will collectively challenge the barriers that make people vulnerable to disasters and offer viable solutions.

We will support women and their communities to be more empowered to challenge the negative influences that make them vulnerable to disasters.

### **Change we want to see:**

- Women and girls living in poverty and exclusion have increased access to decision making, capacity and resources to lead emergency preparedness, response, prevention and resilience building at all levels through mainstreaming of gender in the implementation of the participation, localisation.
- Increased accountability of government and humanitarian actors to affected communities at all levels.
- Shifts towards localisation by the humanitarian architecture through the implementation of the localisation and participation, stronger and fairer partnerships with women and young people's organisations to enable local preparedness and response change in attitudes, values, and norms towards more positive and rights enhancing ones.
- Stronger local organisations and movements, especially women's and young people's organisations, well led and participating in decision making, National Resilience Plans and processes fully consider poor and excluded people as well as women and young people's rights and needs.
- Increased resilience of women and young people affected by disasters, climate change and conflicts.





photo credit: UNHRC/Zambia

A UN staff attends to a baby at a Refugee Camp

## PRIORITY 5: Youth Led Alternatives and Engagement

Our greatest resource in our struggle for justice is young people themselves. We envision a just, sustainable and equitable world where every young woman and man have their rights respected, resources equitably redistributed and can lead resilient lives.

Zambia is a particularly youthful country, with 82% of the population below the age of 35 years and 36.7 percent being 15 - 35 years. Of this number 17.7% are male youth and 19% are female youth. Too many of these young people see their potential hindered by extreme poverty, discrimination, lack of information and participation in democratic processes.

With populations growth rates estimated at between 2.4 to 3 percent the youth cohort will continue to expand, reaching 24.5 million by 2030 according to the 2013 Human Development Report. Like many young people in developing countries, Zambian young people continue to face challenges that limit their future potentials, including high unemployment rates, poor quality of education and educational opportunities; limited access to sexual and reproductive health services; high HIV, teenage pregnancy and child marriage prevalence rates; limited civic engagement; participation and inclusion opportunities.

### Change we want to see:

- Young women and men's leadership leads to increased engagement with structures and processes on the delivery of the SDGs and enhanced productive decent work agenda, as well as sustainable employment for young people.
- Government has put in place progressive policies and programmes that create an enabling environment for young people through the implementation of legislation that supports the identification and creation of economic opportunities for young people at all levels.
- Government has put measures in place that create space, opportunities and financial facilities/services which ensure decent work and social entrepreneurship for young people involving organisations to implement employment programming in different contexts (i.e. urban, protracted crises, rural).







*Youths at the Zambia Global Platform*

# Organizational Development

To ensure organisational effectiveness, Action Aid Zambia will address organisational systems and policies, Information and Communication Technology advancement and innovation, financial and human resource management to enhance cohesion, functionality and efficiency. This will be achieved by focusing on the following: -

## Focus area 1: Human Resource development

In order to remain 'fit for purpose' in view of the new strategy, AAZ will work towards aligning the organizational structure, ways of working and deep reflection on our culture and behaviors to respond to the new CSP taking into consideration of the changing political landscape and funding trends.

In transitioning into the new CSP, AAZ anticipates major changes; AAZ will therefore endeavor to implement the change management plan from a HRBA which is the beacon of our culture to ensure staff's interests and

emotions arising from the change management process are at the center and will be managed appropriately within the provisions of the organisational human resource policies and values and the national legal framework.

AAZ will also uphold values of transparency and accountability by approaching change as a team; ensure effective open communication at all levels to ensure all staff, the board, partners and stakeholders are part and parcel of the process.

With the changing political landscape, staff security becomes paramount. AAZ will ensure protection and litigation mechanisms are put in place to mitigate the impact of human rights violations as and when they occur. AAZ will extend the commitment to its board members and volunteers whilst undertaking official duties. This will require investment in development of security policies and guidelines to prevent any threats; and steps to deal with eventualities as and when they emerge.

## Focus area 2: Corporate Governance and Board Management:

AAZ remains committed to upholding tenets of good governance; transparency and accountability as a surest way of building trust within our community of engagement. AAZ also remain alive to the vision of attaining the affiliation status under this new strategy in order to strengthen our position and influence in the federation and locally.

AAZ will continue to invest in strengthening the board and its committees (Finance and Audit, Fundraising and Programmes, Governance) in order to reinforce their role as oversight bodies but also to maintain their key role in upholding our dual citizenship as a part of the federation. This will entail a thorough implementation of the Membership Development Plan (MDP) and ensure Board's participation in key changes and processes at country level and federation wide. This will be



achieved through good practices in terms of Board, Senior Leadership Team (SLT) and staff relations.

### **Focus area 3: Partnership development and networking**

AAZ will endeavor to strengthen our external engagement locally, regionally and globally. This is critical for ensuring AAZ remains relevant to the communities of influence. AAZ will seek to harness the dual citizenship both as a local institution and as part of the international federation by improving the profiling and enhancing visibility of our identity nationally, regional and internationally based on GS vision, mission, philosophy and principles and in line with agreed corporate

strategies and organizational priorities. This will be achieved through clear plans to build the profile of AAZ through regular contacts with key donors, civil society networks, strategic government departments and progressive private sector entities. AAZ will invest resources in achieving quality participation and contribution to the running of International Platforms; strategically position ourselves for delegation opportunities in our areas of strength such as progressive taxation and GRPS and youth engagement. AAZ will also remain open to opportunities for peer support within the federation as a way of harnessing our knowledge sharing and learning. This will be done strategically to build our learning

and feed our experiences into the global realm for a more consolidated struggle for social justice.

### **Focus area 4: Organizational Monitoring, Evaluation and Learning**

AAZ will invest sufficient resources to develop a culture of monitoring and evaluation for the purpose of learning and ensuring effective and quality performance and impact.

AAZ's Monitoring, Evaluation and Learning (MEL) system will primarily focus on measuring contribution to social change and how AAZ influence that change, for the purpose of learning and improving programming and impact. The MEL system will uphold the organization's vision, mission, principles and values and put women and youth, their movements and organizations at the centre of all MEL processes. AAZ's MEL systems will also be the tool for transparency and accountability to all stakeholders especially marginalized groups. The MEL system will align with new ways of working focusing on measuring change and shifts in power relations and be in full compliance with AA's organizational change measurement systems

*Swedish Embassy Head of Bilateral Development Cooperation, AAZ Board Chairperson and AAZ Head of fundraising during SIDA launch.*



and Accountability, Learning and Planning Systems (ALPS). AAZ will continue to strengthen the documentation, dissemination and storage of information to enhance knowledge sharing and learning. Under this CSP, functional platforms (virtual and physical) will be facilitated through strengthening existing spaces at national and local levels and building new ones where appropriate.

The Global Platform will be extensively used for connecting groups of youth more especially for knowledge sharing, capacity building and learning.

AAZ will also establish and nurture the linkages with the various International platforms including technical working groups across the federation for information exchange, knowledge sharing and learning. This will strengthen how AAZ connects locally but also regionally and globally to explore opportunities for learning and joint advocacy.

#### **Focus area 5: Information and Communication Technology (ICT)**

The advancement of Information and Communications Technology offers a great opportunity for AAZ to develop systems that will focus on addressing a number of

Information and Communication Technology (ICT) challenges and employ ICT as a tool in all aspects of engagement with our communities. This will provide the opportunity for information sharing, support campaigns and reach communities living in outlying areas. Current use of information technology does not fully capitalise on this opportunity.

AAZ will revisit its ICT policy to address staff skills, tools and guidelines to fully exploit the potential of ICT in harnessing programme implementation, monitoring and evaluation, learning and campaigns including efforts to modernize sponsorship. Further innovations will demand that AAZ focuses on harnessing access to information among women and youth for effective engagement and participation in civic and political spaces for lobbying and advocacy and holding duty bearers to account.

AAZ will facilitate establishment of community domain centers at local and national levels where members of the community particularly women and youth will be able to access information and acquire knowledge on various issues of governance.

#### **Focus area 6: Resource development & financial sustainability**

The new CSP comes at a time when most countries are experiencing dwindling financial resources from ‘traditional’ development partners. The CSP provides an opportunity to respond in a pragmatic way as to how this situation could be managed with focus on exploring alternative financing modalities. This requires ActionAid Zambia to adopt innovative resource mobilisation strategies which would also include programme orientated funding as opposed to project funding.

AA Zambia will work towards attaining the status of an affiliate status by 2018 which is a strategic move for fundraising, among other benefits. AAZ will strengthen its fundraising unit by having competent staff to propel the organisation towards a robust fundraising campaign. AAZ will remodel its operational approach to establish regional hubs to anchor the LRPs and make them attractive for funding from both local and external funders based on strategic profiling of our work at LRP level. AAZ will continue to scale up management of Child Sponsorship in order to maintain



quality of communication with funders and aim at increasing the Child Sponsorship portfolio.

Further, AAZ will embark on developing a financial sustainability plan that aims at building internal resilience to funding down turns. AAZ will embark on the following strategies as part of stepping up our fundraising:-

- I. Strengthen our fundraising capacity by prioritizing the setting up of a functional fundraising unit with a clear target to plug the gaps in terms of strengthening reach out to potential donors and donor intelligence.
- II. Child Sponsorship will continue to be part of our funding mix and will be modernized to maximize return on investment and relaunched to highlight the progressive nature of Action Aid Zambia's rooted programming and social justice approach. As part of CS modernization, AAZ will explore the opportunity to localize child sponsorship by identifying local voluntary fundraising from individuals and major donors.

- III. AAZ will pursue funding relationships with the private sector, corporates and their foundations [both locally and abroad]; focusing on common interests of development goals.
- IV. Explore opportunities for building public private partnerships; linking community level interventions to private sector interests.
- V. Additionally, AA Zambia intends to improve the quality of its reporting to the funding

affiliates in order to retain the existing and attract new child sponsorship links.

AAZ will contribute to strategic alignment and strengthening of its financial sustainability through the development of long term financial and funding plans that are underpinned by transparent and effective resource allocation framework. AAZ will further invest in development of a fundraising to guide resource development and financial sustainability.

*A woman weaves a basket as an  
Income Generating Activity (IGA)*





