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**PROJECT DOCUMENT
ZAMBIA**

Project Title: Programme for the Advancement of Gender Equity & Equality in Zambia

Project Number: 00109458

Implementing Partners: Ministry of Gender

Start Date: 2018 End Date: 31 December 2022 PAC Meeting date: 25 July 2018

Brief Description

The main development challenge that the Programme seeks to address is the persistent gender gaps in many spheres of the Zambian society which are negatively affecting the country's development trajectory, amidst growing global recognition of gender equality as a core development objective in its own right. Despite the country having scored progress in promoting gender equality with specific gender equality laws and policies, gender inequalities are still persistent. In 2016 Zambia ranked 139th out of 188 countries with its Gender Inequality Index of 0.526 thus putting her in the bottom 21% on the gender equality ladder. Empowerment of women and girls remains a challenge. Women and girls still bear the unequal burden of the manifestation of poverty and exclusion. Deep-seated cultural and traditional practices that promote male hierarchy and subordination of women and girls continue to exist. As a result, deeply rooted gender inequalities are prevalent.

The goal of the programme is to contribute to the Government of Zambia's vision of a nation where there is gender equity and equality for sustainable development; and the programme objective is to reduce gender inequalities in the social, cultural, economic and political spheres of Zambian society.

The Programme is expected to achieve the following outcomes:

- Outcome 1:** Equitable and non-discriminatory laws and policies for increased gender equity and equality.
- Outcome 2:** Transformed Institutions for promotion of gender equity and equality.
- Outcome 3:** Increased participation of women and girls in economic, social and political development
- Outcome 4:** Positive social norms and practices for addressing patriarchy and increasing rights of women and girls

Contributing Outcome (UNDAF/CPD):

By 2021: (i) productive sectors expand income earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas; (ii) national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery and economic growth that is based on reliable data; (iii) All people in Zambia, including women, youth and marginalized, have equitable and effective participation in national and democratic processes, especially women, youth and marginalized groups; (iv) All people in Zambia, including the large number of marginalized and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice and have equal opportunity under the law.

Indicative Output(s):

- 1.1. Laws and policies revised for increased protection of women and girls rights
- 2.1 Public and private institutions have increased capacity for gender responsive service provision
- 2.2 A fully functional accountability and coordination mechanism for gender mainstreaming
- 2.3 Justice delivery institutions have skills and systems for increased access to justice and support services for GBV survivors
- 3.1 Strategy for increasing women's access to land through delineation, certification and registration of land developed and implemented.
- 3.2 Cooperative Savings and lending schemes for increased financial inclusiveness of women strengthened.
- 3.3 Increased access to appropriate technologies and participation in value chains.
- 3.4 Women have skills and opportunities for increased production and access to markets.
- 3.5 Women and girls in targeted districts have acquired skills and positive attitudes for increased participation in decision making.
- 3.6 Public and private institutions, political parties and CSOs have adopted affirmative actions for increased participation of women in decision making.
- 4.1 Platforms for promotion of positive social norms and practices for increased fulfilment of rights of women and girls in place.
- 4.2 Advocacy and communication strategy for social change for increased fulfilment of rights of women and girls developed and implemented.

Total resources required:	\$12,878,000.00	
Total resources allocated:	UNDP TRAC:	
	Donor:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)¹:

Government	UNDP	Implementing Partner
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:

I. DEVELOPMENT CHALLENGE

Zambia has made significant progress in promoting gender equality since its first Gender Policy was launched in 2000. The legal framework has been strengthened through the Amended Constitution of 2016, the Anti-Gender Based Violence Act No.1 of 2011 and the Gender Equity and Equality Act of 2015, all which provide progressive measures to ensure rights of all sexes in national development. In addition, a number of affirmative policy measures for women and girls' empowerment have been put in place; these include the Ministry of Land's policy to reserve 50% of available land for female applicants and the Ministry of Education policy that allows girls who fall pregnant to return to school. Strategy documents for promoting gender equity and equality have been developed: (i) Engendering the Public Service (2009); Count Her In – for increasing women's participation in politics (2014-2016); National Strategy on Ending Child Marriage in Zambia (2016-2021) with its implementation plan; and the Climate Change Gender Action Plan (CCGAP 2018). Institutions that provide protection of rights are in place; these include the Zambia Police Victim Support Unit and the GBV Fast Track and User-Friendly Courts (Lusaka, Kabwe, Ndola, Choma, Chipata and Mongu).

Despite these achievements, gender inequalities are still persistent. In 2016 Zambia ranked 139th out of 188 countries with its Gender Inequality Index of 0.526 thus putting her in the bottom 21% on the gender equality ladder². Empowerment of women and girls still remains a challenge. Women and girls still bear the unequal burden of poverty. Deep-seated cultural and traditional practices that promote male hierarchy and subordination of women and girls continue to exist. As a result, deeply rooted gender inequalities are prevalent.

Women and girls continue to be marginalized in the economic, political, cultural and social development processes of national development. The poverty gap is much higher in rural areas (26.4 percent) than urban areas (8.5 percent) indicating that there are more financial resources needed to bring the rural population above the poverty line; The poverty status in 2015, for female headed households, extreme poverty was at 42.9 percent and for male headed households at 40.3 percent; Women in Zambia take up less than 25% of total formal employment jobs (CSO, 2014) ; access to productive resources such as land and finance usually favour men(CSO, 2016 ; BOZ, 2015); the gross enrolment ratio (GER) is higher for boys at 48.1% compared to that of females at 43.3% at secondary school level (GRZ Ministry of Education, 2016); the cases of Gender-Based Violence are on the increase, with an annual increase of 13.8% between 2016 and 2017 (Zambia Police VSU, 2017); 45% of women aged 25-45 report being married before the age of 18, one of the highest rates in the region (National Strategy on Ending Child Marriage in Zambia, 2016); There has been progress made towards controlling the HIV epidemic. This is evidenced by the low/declining national HIV incidence. However, incidence among women remains high. The overall annual incidence rate according to ZAMPHIA report is 0.67 percent; 1.02 percent for females and 0.32 percent for males. This corresponds to approximately 47,000 new cases of HIV annually among adults ages 15-59. HIV-related diseases contributed to 15.2 percent of the deaths that occurred in 2015/16; and women's participation in decision making, except in the High Court, falls far below the SADC threshold of 50%. In Parliament, 16% of the MPs elected in 2016 were female, whilst at local government it was 8.2%. Although Zambia's dual legal system provides that statutory law prevails over customary law in the event of a conflict, there is an exception in personal law matters such as marriage, divorce and inheritance.

Causal factors for gender inequality are varied and complex, but the strong correlation between gender equality and economic development (and human development) is evidently clear (Jayachandran, 2015)³. The link between gender inequality and economic development suggests a secondary link between gender inequality and poverty. In this sense, addressing gender inequality

² HDR 2016

³ Jayachandran, S. (2015). The Roots of Gender Inequality in Developing Countries. *Annual Review of Economics*, 63-88.

not only addresses a fundamental human rights issue but also opens up the door to economic growth and poverty reduction.

In seeking to find ways to reduce gender inequalities in the social, economic and political spheres of Zambian society and ultimately contribute to the achievement of the national vision of gender equity and equality for sustainable development, a participatory process was engaged in which stakeholders through a combination of the logical framework and the Theory of Change approaches identified problems and possible solutions. Using the problem tree analysis, the following problems were identified. The development challenge is gender inequality in the social, economic and political processes of Zambian society. The immediate causes are categorised into exclusionary laws, policies and practices, human rights abuses and limited protection, while underlying causes include legal, policy and institutional barriers, while patriarchal power based socio-cultural barriers constituted root causes.

Legal, regulatory and policy barriers

Zambia has ratified the international and regional instruments on human rights, gender equality and women's rights. Furthermore, the 2016 amended Constitution is enshrined with values of human dignity, equity, social justice, equality and non-discrimination. The Anti-Gender Based Violence Act of 2011, provide for the protection of victims of gender based violence and the Gender Equity and Equality Act (2015) domesticates CEDAW and establishes the Gender Equity and Equality Commission and provides for measures in all spheres of life to ensure gender equity, equality and integration of both sexes in society. The Revised National Gender Policy (2014) aims at ensuring the attainment of gender equality in the development process by redressing the existing gender imbalances. It also provides for equal opportunities for women and men to actively participate and contribute to their fullest ability and equitably benefit from national development.

The challenge that still remains is the incoherence among legislative frameworks and policies, including the residual existence of gender discriminatory laws. For instance, Article 23 of the constitution of Zambia continues to perpetuate gender discrimination, while there is incoherency between statutory laws and customary laws, and different gender-related legislative pieces do not always agree on gender-related concepts. Specific examples of the inconsistencies and contradictions in law are the minimum age of marriage for girls¹, practice of polygamy and recognition of women's rights to inheritance. The enforcement of laws requires strengthening, whilst, a majority of the Zambian population still seek legal redress from the local courts that administer customary laws because they are less expensive and are accessible in all Provinces. Most policies are gender blind and therefore contradict the provisions in the National Gender Policy.

Institutional barriers

A national institutional framework for gender equality has been established. There is a Ministry responsible for Gender whose mandate is to ensure the mainstreaming of gender in national development. Within line ministries Controlling Officers (Permanent Secretaries) have the ultimate responsibility of ensuring that gender is mainstreamed in respective sectoral policies, programmes and budgets. This is undertaken, through gender focal point persons (GFPP) in line ministries. The designated GFPs are Directors of Planning, however, in most cases this function is delegated to junior officers, who cannot influence decision making. In addition, the position of GFP has not been fully integrated in the structures of the line ministries. A Parliamentary Committee on Legal Affairs, Human Rights, Governance and Gender Matters was established to provide accountability for gender mainstreaming within the public sector. The Gender Equity and Equality Act establishes the Gender Equity and Equality Commission, realization of this has however been slow. At Provincial and District levels, gender mainstreaming is through the administrative officer who are assigned the Gender Focal Point role and participate in the Provincial and District Development Coordinating Committees.

This institutional framework is hampered by a weak coordination structure which is inadequate to provide technical support on gender mainstreaming. There is also inadequate institutional capacity for implementation of policies, laws and regulations for gender equality. Inadequate availability of gender related data which is a result of insufficient research and limited innovation in real-time generation of information has negatively impacted the gender responsive planning, budgeting and adequate monitoring and evaluation of gender mainstreaming.

Socio-cultural barriers

Traditional cultural practices reflect the values and beliefs held by members of a community for periods often spanning generations. Zambia has 73+ ethnic and varied racial groups, the majority of which are matrilineal. The status and position of women have remained low in all Zambian cultures because of gender power relations in most Zambian societies which are still being negatively affected by various cultural practices, which still favour males and often deter females from exercising their full potential in their enjoyment of their rights and freedoms.⁴ These negative customary practices⁵ perpetuate discrimination against women and girls, and are reflected in their disadvantageous and unequal status in many areas, including in public life and decision-making and in marriage and family relations. The low levels of participation of women in political and economic life, and the high levels of gender based violence and child marriages are all a confirmation of the de facto discrimination against women and girls.

The underlying and root causes are the patriarchal system, limited recognition of women's and girl's rights both by women and girls themselves and by society at large, limited access to productive resources, and lack of technical and coordination capacities in institutions. All these are rooted in cultural beliefs which put females in a subordinate position to males, coupled with limited education and life skills for girls and women.

II. STRATEGY

Zambia's development plans are a testimony to the government's concern for the continued gender inequalities and the subordinated status of women in the country, and to the need to address the challenge. Thus, a key developmental aspiration of Zambia is to achieve gender equality. In the Zambia Vision 2030, gender equality is one of the seven principles underpinning the National Vision (GRZ, 2006) and in the Seventh National Development Plan, gender equality is a strategic goal (GRZ, 2017).

The UNDP Strategic Plan, 2018-2021, which outlines support to programme countries for their achievement of the 2030 Agenda, is enshrined with the principles of *leaving no one behind* and *reaching the furthest behind first*. Signature Solution No. 6 of the strategic plan will support countries to strengthen gender equality, through the development of interventions to reform discriminatory laws, institutions and policies. Further, this solution will focus on equalizing political and economic participation enabled by supportive policies. Interventions in these areas will help improve equitable access to transformative livelihoods and strengthen women's resilience through gender-responsive and sustainable economic and environmental policies. In line with this, UNDP Zambia supports the Government to establish a programme with systems for promoting gender equity and equality: Programme for the Advancement of Gender Equity & Equality in Zambia, which will be a distinct outcome of the UNDP Zambia Country Programme Document (2016-2021).

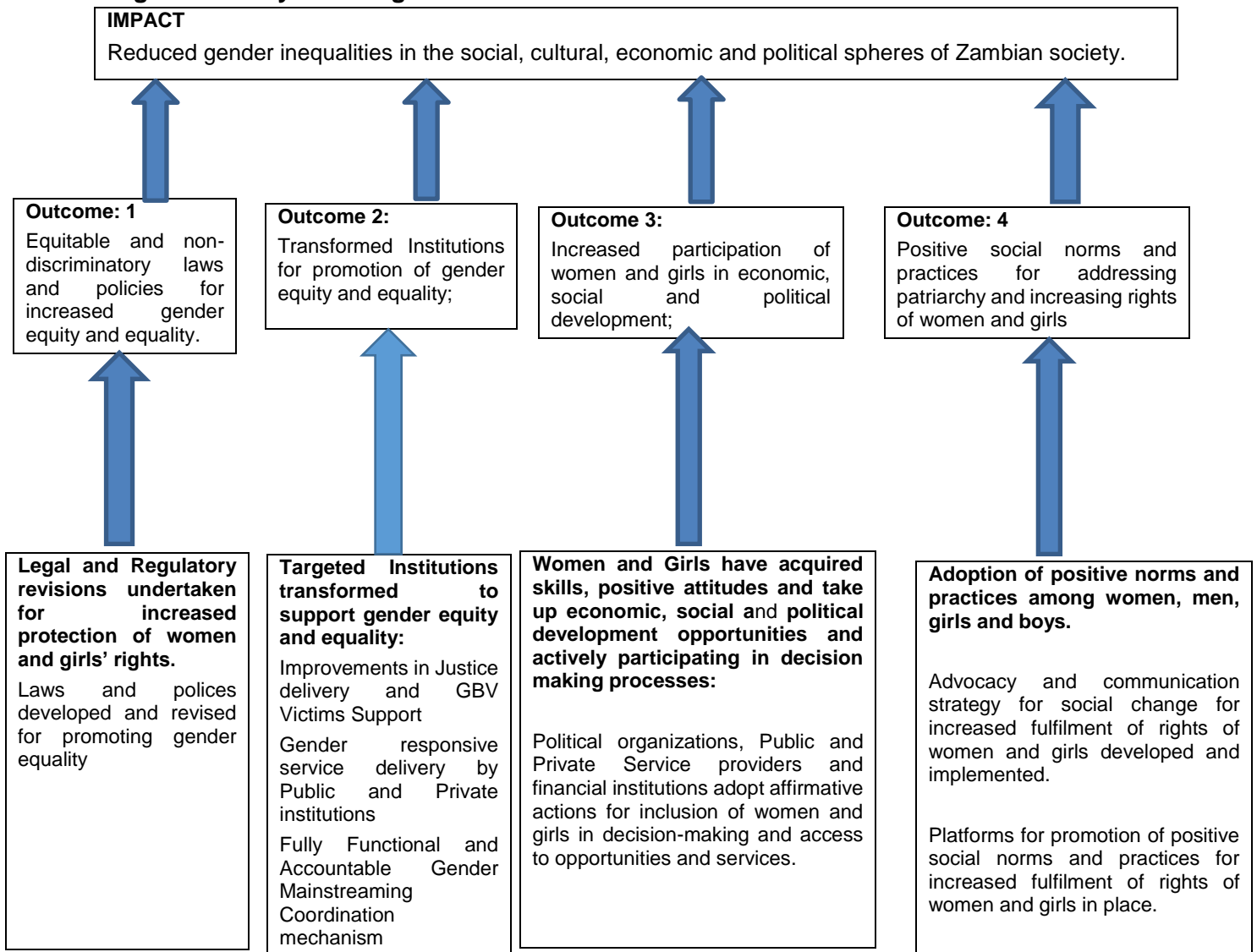
The United Nations, through a resolution adopted by the General Assembly on 25 September 2015 titled "Transforming our world: the 2030 Agenda for Sustainable Development", is very candid on gender equality. For instance, the global body observes that "gender equality and the empowerment

⁴ Zambia Fifth & Six Country CEDAW Report (2011)

⁵ Examples of negative cultural practices include child marriages, spouse inheritance, sexual cleansing, and forced virginity testing.

of women and girls will make a crucial contribution to progress across all the Goals and targets”⁶. Apart from recognizing the crucial role gender plays in contributing to the achievement of all the Sustainable Development Goals, gender itself has a separate and specific goal (Goal 5: Achieve gender equality and empower all women and girls).

Diagram: Theory of Change



The goal of the project is to contribute to the Government of Zambia’s vision of a nation where there is gender equity and equality for sustainable development. The objective is to reduce gender inequalities in the social, cultural, economic and political spheres of Zambian society. Both the goal and objective are premised on the increasing global recognition of gender equality as a core development objective in its own right (World Bank, 2012) on one hand, and persistent gender gaps in many spheres of the Zambian society negatively affecting the country’s development trajectory, on the other. The growing recognition of gender equality as key to sustainable development has led to some notable achievements in areas such as politics and education in some parts of the world (UNDP, 2016) , especially in developed nations. However, in many countries, Zambia included, achieving gender equality remains a daunting challenge.

The selected project’s pathway builds on the analysis that gender inequality in Zambia would reduce if:- (i) the policy, legal and regulatory framework for effective rights-based and equitable approaches to development planning and implementation is strengthened; (ii) there is institutional reform for

⁶ UN General Assembly (2015). Transforming our world: the 2030 Agenda for Sustainable Development

gender-responsive service delivery and access to development resources; (iii) there are targeted interventions ensuring the rights of women and girls and their full participation in the economic, social and political development of the country; and (iv) positive social norms and cultural practices for addressing patriarchy and gender-based violence are introduced and nurtured.

Law is an indispensable tool for bringing about gender equity and equality, especially in the context of legal pluralism (existence of more than one type of legal system), such as is the case in Zambia. Customary law is known to sometimes be in conflict with human rights norms that guarantee equality between men and women (Ndulo, 2011)⁷, and legislative law and the judiciary system play an important role in ensuring that customary law is reformed and developed to a level where it conforms to human rights norms and gender equality (Aldashev, 2011⁸; Ndulo, 2011⁹). Other than using statutory law to reform customary law, reforming statutory law itself when it falls short of protecting human rights is an important step towards achieving gender equality.

In some cases, the Zambian law needs to be reviewed for strength and consistence when it comes to gender issues. For instance, Article 23 of the Zambian Constitution is inimical to gender equality. Clause (1) provides: "Subject to clauses (4), (5) and (7), no law shall make any provision that is discriminatory either of itself or in its effect", while clause (4) provides that "Clause (1) shall not apply to any law so far as that law makes provision ... (c) with respect to adoption, marriage, divorce, burial, devolution of property on death or other matters of personal law;(d) for the application in the case of members of a particular race or tribe, of customary law with respect to any matter to the exclusion of any law with respect to that matter which is applicable in the case of other persons;...".

From a programming point of view, there is a challenge with this particular article of the constitution in that it is in the Bill of Rights section of the constitution whose amendment can only be made after a national referendum. Reforming the law and the policy environment in the absence of effective and efficient formal institutions to implement the provisions of the law and policies will produce suboptimal results, if any at all. Institutions are the means by which change takes place (Hodgson, 2006¹⁰; Sida, 2005¹¹). Institutional change is, therefore, important if change has to take place (Moore, 1995)¹². Beyond the law and institutions, cultural values play a critical role in gender equality. In fact, it is argued that much of the gender inequality in less developed countries can be explained by cultural beliefs and practices (Jayachandran, 2015)¹³. Cultural beliefs that go against gender equality permeate the Zambian society. Its influence goes beyond traditional institutions (villages, chiefdoms) to those who enforce the law and implement the formal justice system.

In order to cement the positive effects of legal reform, institutional reform and cultural reform on gender equality, there should be targeted interventions that enhance the rights of women and girls and their full participation in the economic, social and political development of the country. The project will deliver interventions at societal level to build political will, legal and institutional capacity and transformation to end gender inequality; gender responsive policies and services which respond to gender specific needs; at community level to tackle patriarchy and end negative traditional and cultural practices, and social norms; support the social, economic and political empowerment of women and girls. At individual level, empower women and girls to seek and claim their rights as well as their participation in the economic, social and political spheres. Other interventions at individual level include male involvement for promotion of gender equality at all levels.

The project is in line with the international and regional conventions on gender equality, which include the Universal Declaration of Human Rights; the Convention on the Elimination of All Forms

⁷ Ndulo, M. (2011). *African Customary Law, Customs, and Women's Rights*. Cornell University Law School.

⁸ Aldashev, G., Chaara, I., Platteau, J.-P., & Wahhaj, Z. (2010). *Using the Law to Change the Custom*.

⁹ Ibid.

¹⁰ Hodgson, G. M. (2006). What are Institutions? *Journal of Economic Issues*, XL(No. 1), 1-25.

¹¹ Skoog, E. G. (2005). *Supporting the Development of Institutions – Formal and Informal Rules*. Stockholm: Sida.

¹² Moore, M., Stewart, S., & Ann, H. (1995). *Institutional Building as a Development Assistance Method*. Stockholm: Sida.

¹³ Ibid.

of Discrimination Against Women; the Convention on the Rights of the Child; Agenda 2030 and the Sustainable Development Goals, the AU Protocol on Gender and Development; and Agenda 2063. The Programme will also contribute to the attainment of Signature Solution 6 of the UNDP Strategic Plan (2018-2021), which seeks to strengthen gender equality.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Achieving sustainable impact of project interventions is a long-term endeavour. Therefore, given specific contextual challenges there will be efforts to ensure a consolidation of results and lessons achieved in the implementation of previous interventions. These will be used to fine tune interventions that will increase innovation, and areas with potential for significant transformative impact. It will be prudent to respond to and align the project with emerging priorities both at international, regional and local levels.

The programme will support upstream and downstream interventions to promote gender equality and access to rights and justice, particularly for women and marginalized populations. Upstream interventions will focus on transforming institutional planning, coordination, accountability systems and implementation procedures at national and sub-national levels to deliver improved basic services for equitable participation of females and males in the national development process. At downstream level, focus will be on transforming of negative social and cultural traditions to ensure rights of and facilitate broad-based participation of both genders and prevention of Gender Based Violence.

The Programme integrates policy and institutional capacity development with downstream community and chiefdom level interventions. These are aimed at enabling availability of information and services, and addressing negative social and cultural practices for protection of women and girls' rights, increasing their participation in decision making and increased access to productive resources and skills for sustainable livelihoods. These are the expected outcomes to be achieved:

Outcome I: Equitable and non-discriminatory laws and policies for increased gender equity and equality

Under this outcome, the main interventions will focus on harmonizing laws and policies in order for them to be coherent for increased gender equity and equality. This will require that gender discriminatory laws and policies are revised and repealed to be in line with the international and regional instruments for gender equality and also that they conform to the Gender Equity and Equality Act of 2015. The programme under this outcome will support the operationalization of the Gender Equity and Equality Commission.

Expected Output:

1.1 Laws and policies revised for increased protection of women and girls rights

Outcome II: Transformed Institutions for promotion of gender equity and equality

Institutional transformation is key for delivering gender equity and equality results. This outcome will focus on supporting both public and private sector institutions to have a long-term vision for implementing gender results. Furthermore, the outcome will strengthen leadership and management for gender equity and equality. The outcome will support the provision of knowledge and information and the development of skills and competencies for gender responsive planning, budgeting and service delivery. The delivery of this outcome will make use of the Gender Equality Seal for Public and Private Enterprises (GES). The GES provides instructions and concrete means of mainstreaming gender equality to achieve progress in reducing gender gaps. This outcome will also continue to address the issue of commitment to gender equity and equality through the establishment and/or strengthening accountability mechanisms.

Expected Outputs:

- 2.1 Public and private institutions have increased capacity for gender responsive service provision
- 2.2 A fully functional accountability and coordination mechanism for gender mainstreaming
- 2.3 Justice delivery institutions have skills and systems for increased access to justice and support services for GBV survivors

Outcome III: Increased participation of women and girls in economic, social and political development

This outcome will first and foremost support interventions that create an enabling environment to increase rights for women and girls as well as their participation in development. This will be done by supporting affirmative action policies in sectors such as water, land, financial services, judiciary and information and communications technology where there are gender gaps. Secondly, the programme will build upon the achievements of the change interventions at village level that were supported under the GRZ-UN Joint Programme on GBV. Therefore, interventions which focus on influencing and building individual self-confidence, knowledge and self-awareness will be increased and strengthened by putting in place strategies that will help to understand transformation approaches suitable for women at local community levels, in particular village communities. Support will also be provided to women and girls for them to articulate the transformation they need in order for them to be agents of change.

Local governance structures provide an easier platform for women to enter politics, and increase their participation in economic and social development. This outcome will thus continue to partner and strengthen the role of CSOs, FBOs and Traditional leadership in implementing the social change agenda which includes issues related to women's political representation, social mobilisation, advocacy and capacity building. The outcome will also implement interventions that aim at recognising women's leadership at local levels and thus identification of potential female candidates for local government elections in 2021.

Expected Outputs:

- 3.1 Strategy for increasing women's access to land through delineation, certification and registration of land developed and implemented.
- 3.2 Cooperative Savings and lending schemes for increased financial inclusiveness of women strengthened.
- 3.3 Simple technologies for value addition promoted.
- 3.4 Women have skills and opportunities for increased production and access to markets.
- 3.5 Women and girls in targeted districts have acquired skills and positive attitudes for increased participation in decision making.
- 3.6 Public and private institutions, political parties and CSOs have adopted affirmative actions for increased participation of women in decision making.

Outcome IV: Positive social norms and practices for addressing patriarchy and increasing rights of women and girls

This outcome aims at facilitating the transformation of power relations between women and men by addressing root causes such as patriarchy, negative social norms and traditional cultural practices. In addressing gender-based violence at community and village level under the GRZ-UN Joint Programme on GBV, it was noted that the use of transformative approaches that engage men and boys are quite effective for challenging masculinity and harmful social norms. Results that were gained through the implementation of the HeforShe programme will be reinforced to bring about the desired social change in the management of traditional structures and hence ensuring women's and girls' rights and their ultimate empowerment.

Under this outcome the project will develop and implement a robust communication strategy that will aim to change mindsets and negative behaviours such as mental torture on GBV survivors, alcohol abuse, infidelity, poor mental health of perpetrators etc., as well as create awareness on various services available for prevention and response to Gender Based Violence such as the legal frameworks, Fast Track Courts, and village led one-stop centers on GBV.

Expected outputs:

4.1 Platforms for promotion of positive social norms and practices for increased fulfilment of rights of women and girls in place.

4.2 Advocacy and communication strategy for social change for increased fulfilment of rights of women and girls developed and implemented.

Partnerships

UNDP Zambia works with multiple partners to implement its projects. It is important to build alliances with these stakeholders (donors, international and local NGOs/CSOs, CBOs and rural communities, traditional leaders, the media, private sector, academia and public authorities) and other UN agencies in promoting gender equality. This will avoid duplication of efforts and ensure complementarities. In implementing this project, the Ministry of Finance will carry the National execution function, whilst the Ministry of National Development Planning and the Ministry of Gender will provide the framework for coordination and reporting the project results within the broader framework of the 7th National Development Plan.

To deliver on the results for strengthening the legal framework and service delivery for increased access to justice including protection measures and investigation, the project will engage the Ministry of Justice, the Zambia Law Development Commission, the Judiciary and the Zambia Police as Responsible Parties on account of their respective constitutional mandates. The Policy and Analysis Coordination (PAC) division of Cabinet Office and the office of the Secretary to Cabinet (SC) will be critical to ensure that the priority line Ministries adhere to Government's policy on gender and that they remain accountable for gender mainstreaming within their respective policies, programmes and plans. Besides, once established the gender Equity and Equality Commission will be another critical partner for strengthening the accountability mechanism for gender equity and equality.

Parliament, through its select committees will support programme implementation by evoking its oversight role to ensure that the Executive Wing of Government and other stakeholders implement commitments on gender equality. They will be another key partner for strengthening the accountability mechanism for gender equity and equality. Other line ministries such as the Ministry of Lands, Ministry of Commerce will be engaged to promote women's empowerment programmes, whilst the Ministry of Chiefs and Traditional Affairs will be an entry point to facilitate positive change on issues of child marriage, women's rights and gender equality. To strengthen research agenda, development of statistical data and establishment of knowledge products on gender equality, the project will partner with the University of Zambia Gender Studies Department, University of Zambia Demographic Department, and the Central Statistics Office, as well as other relevant international and local think tanks.

Non-State Actors such as Faith and Religious Organizations, Political Parties and Civil Society Organizations (CSOs) compliment government's efforts in the development process. Most importantly they reach beneficiaries with support at the lowest community level. The Project will partner with Women For Change for community mobilization, human rights and economic empowerment interventions; the Zambia National Women's Lobby Group will provide capacity development for increasing political participation of women, especially at local levels; the National Legal Aid Clinic for Women will continue to provide legal support services to women and girls as well as continue to build capacity of the traditional justice system for delivery of gender responsive

adjudication of GBV and other gender related cases; Young Women Christian Association (YWCA) will bring a wealth of experience on working with women and girls GBV survivors in relation with their safety through the use of their shelter established under the Joint GBV Programme.

The new project will also benefit from YWCA's networks with the Police, Ministry of Health and Judiciary: Young Happy Health and Safe (YHHS) will add value to the programme as they conduct community mobilizations and community sensitization through working with traditional leaders, police and schools. YHHS has experience developing tools for young people on empowerment and sexual and reproductive health strategies: Plan International Zambia has a wealth of experience on development of Community Paralegals training. The National Legal Aid for Women has trained paralegals and provision of legal aid services for women and girls. Hence, the Project will partner with Plan International Zambia and the National Legal Aid for Women to develop and implement minimum standards for services of the village-led one-stop centres for GBV and development of bye-laws for gender equity and equality that are adaptive to the local community situations. Faith based Organizations through the church mother bodies will also be key partners for delivery on gender equality and women's and girls' empowerment messages. Further, in seeking to uphold and protect the fundamental rights of women and girls in an inclusive manner, the Project will provide linkages with the National AIDS Council, Human Rights Commission, and the Agency for Disabilities.

Building on UNDP's strategic leadership on gender equality within the UN Country Team, the project will ensure information sharing, coordination and synergies with other UN Agency gender interventions through the UN Joint Sustainable Development Framework Results Groups 9, 10 and 11.

Risks and Assumptions

The possible risks impacting the implementation of the project may stem from causes which are beyond the control of the project. The anticipated risks include: (i) failure to hold a referendum to remove Article 23 from the Bill of Rights; (ii) failure to operationalize the Gender Equity and Equality Commission; and (iii) inadequate allocation of resources for gender results in the 7th National Development Plan.

In order for the project to achieve the planned results, the following assumptions should hold: (i) A continued stable macroeconomic environment; (ii) Continued political stability; (iii) Political will and continued presidential goodwill towards gender; (iv) Holding of a referendum to revise the Bill of Rights; and (v) National consensus on the formulation of land policy. As risks and assumptions are being monitored, the project may modify its activities accordingly. In an event that nothing can be done to mitigate risks and influence the assumptions, the situation will continue to be monitored to assess whether the intervention continues to be valid or whether the project strategy will require change.

Stakeholder Engagement

The intended target groups for this project are women and girls in Zambia because the activities are aimed at advancing gender equality and the empowerment of women and girls, regardless of status [education, health, disability, age etc.] and residence [rural, urban or peri-urban]. Other potentially affected groups are men and boys across the country. Different interventions will target different women sub-groups. For instance, interventions related to economic empowerment will be targeted at women in the informal sector both in urban and rural areas. Interventions aimed at reducing Gender-Based Violence will target all women and girls because the current demographic profile of GBV victims is that it cuts across the demographic and social divide. Furthermore, staff in targeted institutions who will participate in the training programmes will get indirect benefits that come through improved job performance arising from training, and the subsequent job satisfaction that come from doing one's job well.

One of the key factors of this project is its inherent potential to shape the legal and policy environment and demonstrate cultural and behavioural change. The Civil Society organization, in particular the women's movement will benefit from capacity building intervention for ensuring the full realization of women's and girls' rights. There are no anticipated environmental impacts arising from the implementation of program activities are envisaged. However, there will be social impacts, especially at the family level. A key stakeholder group in this regard is that of the men and boys. Some of the program activities will be targeted at changing attitudes of all Zambians, including men and boys.

South-South and Triangular Cooperation (SSC/TrC)

The project expects to adapt lessons that it will acquire from countries in the south and in particular countries with the SADC region, focusing on increasing women's participation in political processes and economic empowerment of women. These learning visits will include learning on women's involvement in the value chain in South Africa and Kenya, operation of the Gender Commission in South Africa and women in decision making and ICT in Rwanda. Through the planned research agenda, the project expects to contribute to the body of knowledge on gender equality as it related to the changes in behaviour and cultural practices. In addition, the project is expected to share some of the innovative results in the implementation of interventions to increase access to justice such as the establishment of GBV Fast Track & User-friendly courts and the development of community based GBV response mechanisms.

Knowledge

The monitoring and evaluation function will be responsible for gathering and documenting lessons learnt throughout the life of the project, in addition to its traditional role of facilitating the monitoring of project activities. In addition to this, the project will undertake two special studies aimed at generating new knowledge and deepening understanding in areas of GBV (which appears to be on the increase) and women's participation in the socio-economic sphere.

Sustainability and Scaling Up

The Project will be nationally executed to ensure a conducive policy, legal and institutional arrangement. Consequently, Government will continue to provide leadership in gender and will ensure that the policy and legislative frameworks effectively reflect gender issues. Government will also ensure that gender mainstreaming results are effectively institutionalised in the implementation of the Seventh National Development Plan. The development of the Project has been done with the involvement of line Ministries and other non-state actors. Their engagement will be a critical aspect of the Project implementation and will enhance its sustainability.

One of the Project's area of focus is the transformation of institutions for the attainment of gender equity and equality. The Project, thus, intends to build the capacities of institutions to mainstream gender into their plans and ensuring gender responsive budgeting. An accountability mechanism will also be developed as part of this Project. The Project will also implement initiatives to work on changing peoples' negative traditional and cultural beliefs as a matter of urgency and in recognition of the fact that if this does not happen, the planned impacts and outcomes will not be achieved. The interventions will include engagement with the traditional leadership through the Ministry of Chiefs and Traditional Affairs.

The Project activities at provincial and district levels will be coordinated by existing government coordination structures namely, the District Development Coordination Committee (DDCC) and the Provincial Development Coordination Committee (PDCC) which are supported technically by gender sub committees and task forces on gender based violence. The Project will also focus on these structures to strengthen the accountability mechanisms for gender and will ride on the existing political will to devolve government functions to local authorities. The capacities of Provincial Planning Officers will be enhanced through training and technical assistance to be provided through the UNVs. Further, a sustainability plan will be developed to ensure institutions such as the One Stop Centres and the Shelters for GBV Survivors can continue operating at optimum levels even without outside financing

IV. PROJECT MANAGEMENT COST EFFICIENCY AND EFFECTIVENESS

For effectiveness of the project, the selected solution pathways will be monitored and measured to prioritize the outputs that will deliver the intended project outcomes. Such will be leveraged for possible replication effects, as well as for the project capacity to deliver further benefits through advocacy and the success of a good example. Efficiency will be ensured by costing of activities/outputs comparable with similar programmes. The project will ensure that there is good evidence that the value of outputs is optimised as well as the integration and sequencing of activities, which support delivery and measurement of productivity. Concerning procurement, the project will endeavour to manage costs and achieve significant reductions by using vendors with Long Term Agreements with the UN country teams. Where possible the project will propose joint procurement with other UN agencies implementing similar interventions and Long Term Agreements (LTAs) procuring similar services. To assess value for money during implementation, the project will establish and monitor the main unit costs and ensure they are reasonable and represent value for money.

Project Management

The project will adopt the Cluster Advisory Groups (CAGs) approach as adopted by the Seventh National Development Plan in stakeholder engagement and involvement at national and sub-national levels. The CAGs have been made according to the 5 pillars of the 7NDP and they include government, NGOs/CSO. The TWG of The CAG receives reports from Ministries on Programmes being implemented; the TWG of the CAG then reports to the Permanent Secretaries of the CAG who subsequently report to the NDCC which is chaired by the Secretary to the Cabinet. The Project Management Team will be led by the National Programme Coordinator, hosted within the Ministry of Gender, who will be responsible for the day-to-day project implementation and delivery of project outputs including the work plan, budget planning and oversight, drafting terms of reference for the acquisition of services and goods, elaborating and implementing a procurement plan. These will be based in Lusaka. The Project Team will benefit from oversight by designated Outcome/Project Board for quality assurance and policy guidance.

The project will also employ UNVs to support strengthening of the National Institutional Framework for coordination of gender mainstreaming in both the public and private sector, at the national, provincial, district and community levels. The UNVs will provide Technical Assistance to the Provincial and District Planning Officers to build capacity for sustainability. UNDP will provide support to the project under the overall Supervision of the Governance Advisor, with the Gender Specialist being the project manager that will augment technical assets of the project as well as assist with catalysing implementation of the Project for the Advancement of Gender equity and Equality in Zambia, including related country office gender mainstreaming interventions such as the Gender Seal Certification. The Gender Specialist will routinely liaise with the project staff consisting of the Programme Coordinator, Programme Associates and Drivers. Linkages will be made with other projects such as the climate change to ensure climate change is mainstream in the project activities.

Resources Required to Achieve the Expected Results

RESOURCE	NUMBER	TIME	LOCATION
1.0. STAFF			
1.1.0. Senior Staff			
1.1.1. Governance Advisor	1	20%	Lusaka
1.1.2 Gender Specialist	1	80%	Lusaka
1.1.3 Programme Coordinator	1	100%	Lusaka
1.1.4 Project Officers	3	100%	Lusaka
1.1.4 UNV Officers	20	100%	Provinces and selected districts
1.2.0 Junior Staff			
1.2.1 Programme Associate	2	100%	Lusaka

1.2.3 Driver	2	100%	Lusaka
2.0 EQUIPMENT			
2.1.0 Office equipment			
2.1.1. Computers	70		Ministry of Chiefs; Judiciary; Zambia Police, Ministry of Gender, Provincial Planning Officers and Selected District Planning Officers, CSO Gender Unit.
2.1.2. Printers	70		Ministry of Chiefs; Judiciary; Zambia Police Provincial Planning Officers and Selected District Planning Officers, CSO Gender Unit.
2.1.3. Other- PAGEEZ & Fast Track Court Equipment			Chinsali, Kasama, Solwezi, Mansa, Chipata, Choma, Ndola, Mongu
2.1.4 Project Motor vehicles	10		ZP, MoCTA, MoG., UNDP, CSO, YHHS, Judiciary

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UN Partnership Framework Outcome involving UNDP no. 1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas.</p> <p>Intended Outcome as stated in the UN Partnership Framework Outcome involving UNDP no.2: By 2021 national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery and economic growth that is based on reliable data.</p> <p>Intended Outcome as stated in the UN Partnership Framework Outcome involving UNDP no.3: By 2021, All people in Zambia, including women, youth and marginalized, have equitable and effective participation in national and democratic processes, especially women, youth and marginalized groups.</p> <p>Intended Outcome as stated in the UN Partnership Framework Outcome involving UNDP no.4: By 2021, All people in Zambia, including the large number of marginalized and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice and have equal opportunity under the law.</p>											
<p>Outcome indicators as stated in the Country Programme Resources Framework, including baseline and targets:</p> <p>1. Gender Inequality Index (GII): Baseline (2014): 0.617. Target (2021): 0.550</p> <p>2. Percentage of gender-based violence cases adjudicated. Baseline (2014): 31. Target (2021): 45</p>											
<p>Applicable Output(s) from the UNDP Strategic Plan: Signature solution 6: Strengthen gender equality.</p>											
<p>Project title and Atlas Project Number: Programme for the Advancement of Gender Equity & Equality in Zambia</p>											
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL	
Outcome I: Equitable and non-discriminatory laws and policies for increased gender equity and equality											
Output 1.1 Laws and policies revised for increased protection of women and girls rights	1.1.2 Number of laws amended, repealed or harmonised for protection of women and girls' rights	National assembly, Ministry of Justice	0			30% of identified laws	20% of identified laws	30% of identified laws	20% of identified laws		<i>Administrative records, quarterly and annual reports</i>
	1.1.2 Number of policies revised for increased participation of women in economic, social and political spheres	Ministry of Gender and Cabinet Office	TBD after baseline survey			TBD after mapping exercise	TBD after mapping exercise	TBD after mapping exercise	TBD after mapping exercise		<i>Administrative records, quarterly and annual reports</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL	
Outcome 2: Transformed Institutions for promotion of gender equity and equality.											
Output 2.1.1 Public and private institutions have increased capacity for gender responsive service provision	2.1.1 Percentage of public institutions with gender responsive budgets increased	Central Statistical Office and Ministry Of Gender	22%	2017	40%	60%	80%	100%		100%	<i>Quantitative institutional survey.</i>
	2.1.2 Number of private institutions participating in the Gender Equality Seal Certification Programme (GESCP)	Ministry of Gender	0	2018	TBD	TBD	TBD	TBD			<i>Administrative records, quarterly and annual reports</i>
	2.1.3 Number of private institutions that have been awarded the Gender Equality Certification Seal (Disaggregated by public/private and type of aware) increased	Ministry of Gender	0	2018	0	TBD	TBD	TBD			<i>Administrative records, quarterly and annual reports</i>
Output 2.2 A fully functional accountability and coordination mechanisms for gender mainstreaming	2.2.1 Number of institutions using the system for monitoring compliance to gender equity and equality provisions	Ministry of Gender and Central Statistical Office									<i>Administrative records, quarterly and annual reports. Qualitative assessment of functionality using established criteria.</i>

¹⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL		
Output 2.3 Justice delivery institutions with skills and systems for increased access to justice and support services for GBV survivors	2.3.1 Percentage of reported criminal GBV cases taken to court	Zambia Police and National Prosecution Authority	12%								50%	<i>Activity monitoring reports by implementing partner(s).</i>
	2.3.2 Number of civil GBV cases reported to the Police	Zambia Police	TBD after baseline survey									<i>Administrative records, quarterly and annual reports</i>
	2.3.3 Percentage of reported civil GBV cases taken to court	Judiciary	TBD after baseline survey									<i>Administrative records, quarterly and annual reports</i>
	2.3.4 Percentage of GBV cases disposed of within 6 months	Zambia Police and National Prosecution Authority	TBD after baseline survey									<i>Administrative records, quarterly and annual reports</i>
	2.3.5 Number of GBV cases presided over in GBV fast track courts	GBV fast track courts	TBD after baseline survey									<i>Administrative records, quarterly and annual reports</i>
	2.3.6 Proportion of GBV cases presided over by fast track courts that have been disposed-of within 60 days	GBV fast track courts	TBD after baseline survey									<i>Administrative records, quarterly and annual reports</i>
	2.3.7 Proportion of reported GBV cases withdrawn (at the police and courts)	ZP/NAP/ Judiciary reports	TBD after baseline survey									<i>Administrative records, quarterly and annual reports</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL		
	2.3.8 Proportion of GBV cases taken to court resulting in convictions	ZP/NAP/ Judiciary reports	TBD after baseli									<i>Administrative records, quarterly and annual reports</i>
	2.3.9 Number of GBV survivors that have received support through the referral system.	Zambia Police; One-stop centres/safe houses	TBD after baseli ne survey									<i>Administrative records, quarterly and annual reports</i>
	2.3.10 Number of GBV cases referred to subordinate courts by Local Courts and traditional courts	Judiciary (subordinate courts)	TBD after baseli ne									<i>Administrative records, quarterly and annual reports</i>
												<i>Administrative records, quarterly and annual reports</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁶	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL		
Outcome 3: Increased participation of women and girls in economic, social and political development												
Output 3.1 Strategy for increasing women's access to land through delineation, certification and registration of land	3.1.1 Number of key stakeholders sensitized on the existence of the strategy.	Ministry of Chiefs and Traditional Affairs, Ministry of Gender and Ministry of Lands	0	38	50	50	50	50	50	50	288	<i>Administrative records, quarterly and annual reports</i> <i>Risks: Significant shifts in national land policy and law might render the strategy ineffective.</i>

¹⁶ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁶	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL	
developed and implemented	3.1.2 Number of chiefdoms in targeted districts Implementing the strategy.	Ministry of Chiefs and Traditional Affairs and Ministry of Lands	0	10	10	20	20	20		100	Administrative records, quarterly and annual reports <i>Risks: Significant shifts in national land policy and law might render the strategy ineffective.</i>
	3.1.3 Number of women in targeted districts issued with village land certificates	Ministry of Chiefs and Traditional Affairs/ and Ministry of Lands	TBD after baseline	200	800	1000	1000	1000	1000	5,000	Mini-survey by implementing partner Administrative records, quarterly and annual reports
	3.3.4 Number with offer letters from the Ministry of Lands	Ministry of Lands	32%	2017							Administrative records, quarterly and annual reports
Output 3.2: Cooperative Savings and lending schemes for increased financial inclusiveness of women strengthened	3.2.1 Proportion of targeted women in targeted districts with at least one viable ¹⁷ income generating activity	CSO, MoG and MoCTI,	TBD after baseline								Socio-economic survey Administrative records, quarterly and annual reports
	3.2.2 Proportion of women in targeted districts with access to credit.	CSO	TBD after baseline								Socio-economic survey Administrative records, quarterly and annual reports
	3.2.3 Number of women cooperatives in targeted districts trained in Entrepreneurship skills.	Ministry of Commerce MoA/ MoL&F	TBD after baseline								Administrative records, quarterly and annual reports
	Proportion of GBV survivors accessing financial and other resources to start businesses										Administrative records, quarterly and annual reports
	3.3.1	TDAU, MOA,	0			1		1		2	Administrative records, quarterly and annual reports

¹⁷ Parameters for viability need to be defined

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁶	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL		
Output 3.3: Increased access to appropriate technologies and participation in value chains	Number of innovative technologies developed.	MOFL and MOCTI										
	3.3.2 Number of women trained in the use of innovative technologies.	TDAU, MOA, MOFL and MOCTI	0	100	500	500	1000	1000	900	5000	<i>Administrative records, quarterly and annual reports</i>	
	3.3.3 Number of women cooperatives utilizing innovative technologies for value addition.	MOA, MOFL and MOCTI	0		10	10	10	10	10	50	<i>Socio-economic survey Administrative records, quarterly and annual reports</i>	
Output 3.4: Women have skills and opportunities for increased production & access to markets	3.4.1 Proportion of women participating in business market linkages in targeted districts	CSO, IAPRI, MOCTI, COMESA, Musika	TBD after baseline								<i>Socio-economic survey Administrative records, quarterly and annual reports</i>	
	3.4.2 Number of Cooperatives supported with innovative technologies to facilitate market linkages.	Participating civil society organizations	0								<i>Administrative records, quarterly and annual reports</i>	
	3.4.3 Number of GBV survivors trained in entrepreneurship and business management skills/skills training	Ministry of gender	TBD after baseline		4000	3000	5000	3000	2000	17,000	<i>Administrative records, quarterly and annual reports</i>	
	3.4.4 Proportion of females involved in value chains	CSO, MOA, IAPRI	TBD after baseline								<i>Socio-economic survey Administrative records, quarterly and annual reports</i>	
Output 3.5 Women and girls in targeted districts	3.5.1 Number of women and girls trained in leadership skills	Ministry of gender/NGOCC	0							10,000	<i>Administrative records, quarterly and annual reports</i>	

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁶	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...		FINAL
have acquired skills and attitudes positive for increased participation in decision making	3.5.2 Number of women and girls participating in mentorship programmes	Ministry of gender/NG OCC									<i>Administrative records, quarterly and annual reports</i>
	3.5.3 Proportion of youths in decision making positions who are women a) MPs b) Councillors c) Public sector (PSs, Directors and Ass. Directors d) Cabinet Ministers	CSO, Judiciary, PSMD, MOYSCD, National Assembly, Ministry of Local Government, Local Govt Commission and Cabinet Office	TBD after baseline								Institution Survey <i>Administrative records, quarterly and annual reports</i>
	3.5.4 Proportion of candidates adopted for elective positions who are women a) MPs b) Mayors c) Councillors	ECZ	TBD after baseline								Institution Survey <i>Administrative records, quarterly and annual reports</i>
Output 3.6 Public and private institutions, political parties and CSOs have adopted affirmative actions for increased participation of women in decision making											Institution Survey
	3.6.2 Number of affirmative actions developed.	Ministry of Gender and Cabinet Office	TBD after baseline								Institution Survey <i>Administrative records, quarterly and annual reports</i>
	3.6.3 Number of political parties that have adopted affirmative action (s) for increasing women participation in decision making	ECZ and Women's Lobby Group	TBD after baseline								Institution Survey <i>Administrative records, quarterly and annual reports</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁶	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL	
	3.6.4 Number of public institutions that have adopted affirmative action (s) for increased women participation in decision making	MOG and Cabinet Office	TBD after baseline								Institution Survey <i>Administrative records, quarterly and annual reports</i>
	3.6.5 Number of private institutions that have adopted affirmative action (s) for increased women participation in decision making	MOG	TBD after baseline								Institution Survey <i>Administrative records, quarterly and annual reports</i>
	3.6.6 Number of CSOs that have adopted affirmative action (s) for increased women participation in decision making	CSO, MOG and NGOCC	TBD after baseline								Institution Survey <i>Administrative records, quarterly and annual reports</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	FINAL	
Outcome 4: Positive social norms and practices for addressing patriarchy and increasing rights of women and girls											
Output 4.1: Platforms for promotion of positive social norms and practices for increased fulfilment of rights of women and girls in place.	4.1.1 Number of VLOSC established in targeted chiefdoms	Ministry of Chiefs and Traditional Affairs/Ministry of Gender	TBD after baseline								<i>Administrative records, quarterly and annual reports</i>
	4.1.2 Number of chiefdoms implementing by-laws for prevention of negative cultural practices	Ministry of Chiefs and Traditional Affairs/Ministry of Gender	TBD after baseline								<i>Administrative records, quarterly and annual reports</i>
	4.1.3 Number of community volunteers trained on prevention of GBV and protection of women's and girls' rights. i) Total ii) Paralegal iii) Psychosocial counsellors iv) Neighbourhood watch	/Ministry of Gender,	TBD after baseline								<i>Administrative records, quarterly and annual reports</i>
	4.1.4 Number of VLOSC supported by government institutions (Financial, Technical, material and administrative)	Ministry of Gender	TBD after baseline								<i>Administrative records, quarterly and annual reports</i>
	4.1.5 Number of VLOSC with participatory data collection linked to the National Gender monitoring and reporting systems	Ministry of Gender, MOCTA	TBD after baseline								<i>Administrative records, quarterly and annual reports</i>
	4.16 Number of gate keepers /change agents identified	MOCTA	0								<i>Administrative records, quarterly and annual reports</i>
	4.17 Number of social change networks established	MOCTA, MoG	0								<i>Administrative records, quarterly and annual reports</i>
	4.18 Number of cultural exchanges undertaken	MOCTA	0								<i>Administrative records, quarterly and annual reports</i>
	4.19 Number of by-laws develop by chiefdoms for promotion of positive social norms and practices	MOCTA,									<i>Administrative records, quarterly and annual reports</i>
	4.10 Number of agents/gate keepers trained on the relevance of promoting rights of women and girls	MOCTA, MoG, MoG									<i>Administrative records, quarterly and annual reports</i>

¹⁸ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 4.2 Advocacy and communication strategy for social change for increased fulfilment of rights of women and girls developed and implemented	4.2.1 Proportion of population attaching equal importance to men and women (to collect community level data)	CSO	67%	2016						90%	Administrative records, quarterly and annual reports	
	4.2.2 Number of chiefdoms with rules discarding negative traditional practices i) Alcohol and drug abuse ii) Infidelity iii) Multiple sexual partners iv) Early Child and forced marriage. v) Women property rights, vi) Patriarch (relating to decision making at household, Succession/Inheritance customs).	Ministry of Chiefs and Traditional Affairs CSO	TBD after baseline								Administrative records, quarterly and annual reports	
	4.2.3 Number of GBV cases reported at One Stop Centers in targeted chiefdoms	MOCTA Zambia Police	TBD after baseline									Administrative records, quarterly and annual reports
	4.2.4 Numbers of girls dropping out of schools (Early marriages, finance and household chores)	Ministry of education (Planning dept) CSO	TBD after baseline									Secondary data from Ministry of education Socio-economic survey to determine causes of dropping out of school. Risk: Ministry of education not collecting up-to-date information
	4.2.5 Number of key stakeholders sensitized on the communication strategy	MOCTA										Administrative records, quarterly and annual reports
	4.2.6 Number of TV and Radio programs produced and aired	MOCTA										Administrative records, quarterly and annual reports
	4.2.7 Number of community dialogues held	MOCTA										Administrative records, quarterly and annual reports
	3.2.8 Number of public campaign meetings held	MOCTA										Administrative records, quarterly and annual reports

VI. MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Project will be monitored through the following:

Within the annual cycle

On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

Annual Review Report: An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of QPR as well as a summary of results achieved against pre-defined annual targets at output level.

Annual Project Review: Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. A final evaluation will be conducted at the end of the programme to compare achievements with the objectives and to document lessons learnt and best practices. This will feed into the future planning of the programme and other interventions

Quality Assurance

Quality assurance will be ensured throughout the project through various mechanisms:

- The Project Board has the function of overall quality assurance throughout the project period.
- The Project Team has the function of ensuring the quality of service delivery in the individual outcome.
- The UNDP Office (Gender Specialist) will through regular visits to the project review and assess the quality of work and alignment with the expectations of the different parties.
- Independent reviews of the approaches developed in each of the outputs will ensure that the proposals are up to present day quality standards.
- A final evaluation will assess the project according to regular evaluation criteria.

VII. MULTI-YEAR WORK PLAN ¹⁹²⁰

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020	2021		Funding Source	Budget Description	Amount
Outcome I: Equitable and non-discriminatory laws and policies for increased gender equity and equality									
Output 1.1 Laws and policies revised for increased protection of women and girls rights	1.1.1 Activity Undertake a comprehensive analysis and mapping of laws to identify and address gaps in protecting women's and girls' rights	50,000				MoJ/ZLDC/MoG			50,000.00
	1.1.2 Activity Develop an inventory of laws that require amendment, repeal and harmonisation for protecting women and girls' rights.	45,000						45,000.00	
	1.1.3 Activity Undertake the amendment of identified laws to strengthen and harmonise them for protection of women and girls		250,000		20,000			45,000.00	
	1.1.4 Activity Develop tools to monitor performance of the harmonised laws		50,000					50,000.00	
	MONITORING	10,000	10,000	10,000	20,000			50,000.00	
	Sub-Total for Output 1.1								240,000

¹⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.2.1 Activity Undertake a comprehensive review and mapping of sectoral policies to identify and address gaps in women's participation in economic, social and political sphere	50,000							50,000.00
	1.2.2 Activity Develop an inventory of policies that require revision for provision of affirmative action for women's participation.	50,000							50,000.00
	1.2.3 Activity Develop specific affirmative action policies for increased women's participation in economic, social and political spheres.		65,000	15,000					80,000.00
	1.2.4 Activity Develop a mechanism to ensure that all new policy development processes are engendered.	35,000	15,000						50,000.00
	1.2.5 Activity Develop tools for tracking implementation of the engendered policies.		50,000						50,000.00
	1.2.6 Activity Undertake tracking and monitoring of the Implementation of policies for increased participation of women in the economic, social and political spheres		20,000	20,000	10,000				50,000.00
	MONITORING	50,000							50,000.00
	Sub-Total for Output 1.2								380,000.00
Evaluation (as relevant)	EVALUATION/Baseline	50,000							50,000
Total Outcome I									1,170,000.00
General Management Support	Programme staff	100,000	100,000	100,000	200,000				500,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020	2021		Funding Source	Budget Description	Amount
Outcome II: Transformed Institutions for promotion of gender equity and equality									
Output 2.1 Public and private institutions have increased capacity for gender responsive planning, budgeting and service provision	2.1.1 Activity Training in gender responsive planning and budgeting for line ministries	20,000	20,000	20,000	40,000	MoG, UNDP, MNDP, MOF,			100,000.00
	2.1.2 Activity Support to the operationalization of the Gender equality and equity commission		180,000			UNDP, MoG, MoF, Cabinet Office			180,000.00
	2.1.3 Activity Develop an awareness strategy for gender equality seal in Public and Private organizations	20,000	20,000	20,000	40,000	MoG, UNDP, Chamber of Commerce			100,000.00
	2.1.4 Activity Undertake organizational capacity assessment for implementation of gender equity initiatives in public institutions		65,000			Consultant			65,000.00
	2.1.5 Activity Develop knowledge management tools for improved knowledge of gender equity & equality in the workplace		80,000			Consultant			80,000.00
	2.1.6 Activity Development of the gender responsive planning, budgeting and service provision checklist	35,000							35,000.00

	2.1.7 ctivity Develop tools for tracking implementation of gender equality seal	50,000							50,000.00
	MONITORING								
	Sub-Total for Output 2.1								610,000.00
Output 2.2 A fully functional accountability and coordination mechanisms for gender mainstreaming	2.2.1 Activity Support to the national steering committee of PSs	10,000	10,000	10,000	20,000				50,000.00
	2.2.2 Activity Support to the provincial and district Task Force teams on GBV	10,000	10,000	10,000	20,000				50,000.00
	2.2.3 Activity Support to the technical committees	10,000	10,000	10,000	20,000				50,000.00
	2.2.4 Activity Development of the Integrated MIS and M & E system for gender equality and Data management capacity	100,000	100,000						200,000.00
	2.2.5 Activity Procurement of ICT Equipment • 12 computers • 12 printers (3 in 1 printer, copier and scanner)	50,000							50,000.00
	2.2.6 Activity Procurement 2 Motor Vehicle Equipment	50,000							50,000.00
	2.2.7 Activity Participation in international and regional meetings promoting gender equity and equality	50,000	50,000		150,000				150,000.00
	2.2.8. Activity Review and revise the ToR for Directors of planning to include gender responsibilities	40,000							40,000.00
	MONITORING	50,000		50,000	50,000				150,000.00
		Sub-Total for Output 2.2							

Output 2.3 Justice delivery institutions have skills and systems for increased access to justice and support services for GBV survivors	2.3.1 Activity Capacity trainings for 500 ZP, NPA Prosecutor, Social workers in investigative and prosecutorial skills / and gender equity and equality	50,000	250,000		200,000				500,000.00
	2.3.2 Activity Capacity trainings for judiciary, Magistrates (Gender equity and equality, GBV, fast track courts operations- ICT)	50,000	50,000	50,000	50,000				200,000.00
	2.3.3 Activity Development of a Gender Bench Book (Purpose is to guide magistrates, Judges to align their judgements to national, regional and international treaties)	50,000							50,000.00
	2.3.4 Activity Develop an orientation manual for witnesses on what to expect in the GBV & User friendly Fast Track Courts	35,000							35,000.00
	2.3.4 Activity Support implementation of the electronic occurrence book(EOB)	150,000							150,000.00
	2.3.5 Activity Data management training for EOB		20,000	20,000					40,000.00
	2.3.6 Activity Operationalisation of the DNA lab <ul style="list-style-type: none"> • Reagents supply • Retraining of Technical personnel 	50,000	50,000						100,000.00

	2.3.7 Activity Procurement of 20 Motor vehicle equipment	450,000							450,000.00
	2.3.8 Activity Construction of VSU offices, Solwezi, Kasama, Livingstone, Sinda, Chipata	350,000							350,000.00
	2.3.9 Activity Construction of 4 fast track court rooms (Kasama, Chinsali, Mansa and Solwezi,)	200,000	200,000						400,000.00
	2.3.10 Activity Procurement of equipment and furniture for the fast track courts		400,000						400,000.00
	2.3.11 Activity Provision of legal aid services to GBV survivors		50,000						50,000.00
	2.3.12 Activity Capacity training for Health management of GBV survivors for ministry of health	50,000							50,000.00
	2.3.13 Activity Develop a Sustainability plan for the One Stop Centres, VLOSC and Shelter	65,000	35,000	50,000	70,000				220,000.00
	2.3.14 Activity Support to the management of shelters for GBV survivors								
	2.3.15 activity Develop a Grievance Redress Mechanism for Gender equality programmes		100,000						100,000.00
	Sub-total for Output 2.3								3,045,000.00
Evaluation (as relevant)	EVALUATION	50,000		50,000	50,000				150,000
Total Outcome II								4,520,000.00	

General Management Support	Programme staff / M&E / RC / Finance	100,000	100,000	100,000	200,000				500,000
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020	2021		Funding Source	Budget Description	Amount
Outcome III: Increased participation of women and girls in economic, social and political development									
Output 3.1 Strategy for increasing women's access to land through delineation, certification and registration of land	3.1.1 Activity Develop a strategy for delineation, certification and registration of traditional land	50,000							50,000.00
	3.1.2 Activity Validation and launch of the strategy	30,000							30,000.00
	3.1.3 Activity Training of chiefs and other traditional leaders of land administration and management based on best practices	30,000	30,000	30,000	30,000				120,000.00
	3.1.4 Activity Consultations and Sensitisation of key stakeholders on the strategy	30,000	20,000	20,000					70,000.00
	3.1.5 Activity Develop the strategy for implementation of affirmative action for women's access to statutory land	50,000							50,000.00
	3.1.6 Activity Awareness creation on opportunities available for women's access to land	20,000	20,000	20,000	20,000				80,000.00
	MONITORING	20,000	20,000	20,000	40,000				100,000.00
	Sub-Total for Output 3.1								

Output 3.2 Cooperative savings and lending schemes for increased financial inclusiveness of women strengthened	3.2.1 Activity Review of existing models for savings and leading schemes	50,000				MCTI, MoA, MoM, MoFL, MYSCD, MCDSS			50,000.00
	3.2.2 Activity Identification and Mobilisation of cooperatives through baseline	50,000				MCTI, MoA, MoM, MoFL, MYSCD, MCDSS			50,000.00
	3.2.3 Activity Development of guidelines on gender mainstreaming in cooperatives		50,000			MoG, MCTI			50,000.00
	3.2.4 Activity Training (TOT) of key line ministries on guidelines for gender mainstreaming in cooperatives, management and entrepreneurship		70,000	70,000		MCTI, MoA,, MoFL, COMACO, MUSIKA			140,000.00
	3.2.5 Activity Training of cooperatives on organisation capacity building and entrepreneurship skills, management, and mainstreaming gender in cooperatives (roll out)		100,000	100,000		MCTI, MoA, MoM, MoFL, MYSCD, MCDSS			200,000.00
	MONITORING	20,000	20,000	20,000	20,000				80,000.00
Sub-Total for Output 3.2									570,000.00
Output 3.3 Increased access to appropriate technologies and participation in value chains	3.3.1 Activity Profiling of existing value chains and identification of technologies	50,000				CSO, MCTI, MOG, MOA, MOLF			50,000.00
	Learning Visit to understand the best practices in value chains	50,000				MCTI, MOG, MOFL, MOA, WfC, MOCTA			50,000.00
	3.3.2 Activity Strategy to increase women's participation in value chains developed & implemented <ul style="list-style-type: none"> • Crop value chains • Agro forestry • Aquaculture • Livestock • Mining • Tourism 	50,000				MCTI, MOG, MOFL, MOA, WfC, MOCTA			50,000.00

	3.3.3 Activity Development and adaptation of appropriate technologies	100,000	1,000,000			TDAU			200,000.00
	3.3.4 Activity Training of Trainer of Trainers and Training cooperative members on identified technologies for promotion		100,000	50,000		MCTI, MOA, MOLF, TDAu, COMACO			150,000.00
	3.3.5 Activity Support exchange visits among cooperatives on value addition		50,000	50,000		MCTI, MOA, MOLF, MUSIKA			100,000.00
	3.3.6 Activity Support cooperatives with the provision of technologies being promoted		50,000	50,000	100,000	TDAU			200,000.00
	MONITORING	20,000	20,000	20,000	40,000	MOG, UNDP			100,000.00
	Sub-Total for Output 3.3								910,000.00
Output 3.4 Women have skills and opportunities for increased production and access to markets.	3.4.1 Activity Profiling of existing value chain activities and markets	50,000				MCTI, MOA, MOLF			50,000.00
	3.4.2 Activity Training women cooperatives in entrepreneurship, business management and marketing	50,000	50,000	50,000	50,000	MCTI, COMACO, MUSIKA			200,000.00
	3.4.3 Activity Facilitate market linkages for women cooperatives	20,000	35,000	20,000	30,000	COMESA, MUSIKA, COMACO, MCTI			105,000.00
	3.4.4 Activity Provision of technologies for accessing market information	50,000	50,000	50,000	50,000				200,000.00
	MONITORING		20,000	20,000					40,000.00
	Sub-Total for Output 2								595,000.00
Output 3.5 Women and girls in targeted districts have acquired skills and positive attitudes for	3.5.1 Activity Conduct mentorship programmes for girls in Schools (10- 20 years) in selected schools TBA	50,000	50,000	50,000	50,000	CAMFED, FAWEZA, MoG, MoGE			200,000.00
	3.5.2 Activity Conduct Leadership skills training for women in selected communities	50,000	50,000	50,000		MOCTA			150,000.00

increased participation in decision making	3.5.3 Activity Conduct Capacity building training for land management for “gatekeepers	50,000	50,000	50,000	50,000				200,000.00
	3.5.4 Activity Conduct studies on specific needs of women		75,000						75,000.00
	3.5.5 Activity Establish a caucus for women in local government	20,000	50,000	20,000	10,000	MoG, NGOCC			100,000.00
	MONITORING		20,000	20,000					40,000.00
	Sub-Total for Output 3.5								
Output 3.6 Public and private institutions, political parties and CSOs have adopted affirmative actions for increased participation of women in decision making	3.6.1 Activity Development of a checklist to guide political parties in adoption of female candidates		30,000	10,000	10,000				50,000.00
	3.6.2 Activity Conduct sensitization workshops with representatives from public and private institutions, political parties on affirmative action (s) for increased women participation in decision making		25,000	25,000	50,000	MoG,ZNWL, NGOCC			100,000.00
	3.6.3 Activity Engagement with political party NECs on adoption of more women candidates in local government, parliamentary and presidential elections			25,000	25,000	MoG,ZNWL, NGOCC			50,000.00
	MONITORING		20,000		20,000				40,000.00
	Sub-Total for Output 3.6								
Evaluation (as relevant)	EVALUATION				50,000				50,000.00
Total Outcome II									3,430,000.00
General Management Support	Programme staff / M&E / RC / Finance	100,000	100,000	100,000	200,000				500,000.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020	2021		Funding Source	Budget Description	Amount
Outcome IV: Positive social norms and practices for addressing patriarchy and increasing rights of women and girls									

Output 4.1 Platforms for promotion of positive social norms and practices for increased fulfilment of rights of women and girls in place.	4.1.1 Activity Establishment of the Village (Community) Led One Stop Centres in 20 districts	50,000	200,000	150,000	100,000	MoCTA			500,000.00
	4.1.2. Activity Identify and establish gate keepers /change agents in at least 20 districts to promote positive social norms and practices.	50,000	50,000	50,000	50,000	MoCTA			200,000.00
	4.1.3. Activity Establish networks for social change in 20 districts (Men's', Women's', boys and girls safe spaces)	50,000	40,000	50,000	50,000	MoCTA MoG			180,000.00
	4.1.4. Activity Develop/adapt standardized guidelines for positive behavioural change for boys and girls	50,000	25,000	10,000		MoCTA MoG			85,000.00
	4.1.5. Activity Promote positive social norms and cultural exchanges amongst networks.		80,000	40,000		MoCTA MoG			120,000.00
	4.1.6. Activity Support community driven innovative initiatives that promote positive social norms and practices.		50,000	35,000	20,000	MoCTA MoG			105,000.00

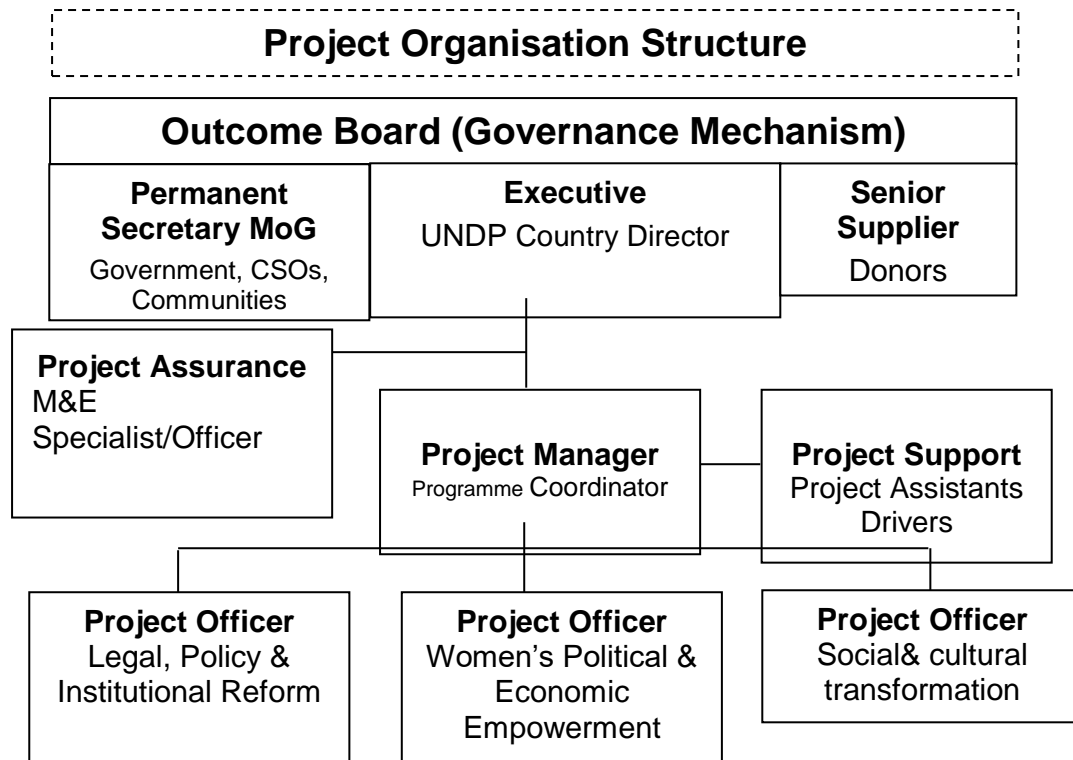
	4.1.7. Activity Support chiefdoms to develop by-laws for promotion of positive social norms and practices	50,000	100,000			MoCTA MoG			150,000.00
	4.1.8. Activity Support coordination of indaba/meetings of gate keepers/change agents to share positive social norms and practices	50,000	50,000	50,000	50,000	MoCTA MoG			200,000.00
	4.1.9. Activity Support the strengthening of referral mechanism/ linkages between community based and government structures	50,000	100,000			MoCTA MoG			150,000.00
	4.1.10. Activity Training of community volunteers in VLOSC to provide standardised services for GBV prevention and protection of women and girls rights	50,000	50,000		50,000	MoCTA MoG, MoH			150,000.00
	4.1.11. Activity Training of change agents/gate keepers on the relevance of promoting rights of women and girls (CEDAW, Anti GBV Act, etc.)	45,000	35,000	40,000	38,000	MoCTA MoG			158,000.00
	4.1.12. Activity Support the development and training on data collection, monitoring and reporting systems at community level linked to related government structures	50,000	100,000						150,000.00
	MONITORING	50,000	50,000	50,000					150,000.00
	Sub-Total for Output 4.1								2,523,000

Output 4.2 Advocacy and communication strategy for social change for increased fulfilment of rights of women and girls developed and implemented.	4.2.1 Activity Support dialogues at various levels for traditional and community leaders on promotion of gender equity and equality	50,000	50,000	50,000	100,000				250,000.00
	4.2.2 Activity Drafting of the strategy	100,000							100,000.00
	4.2.3 Activity Validation and launch of the strategy	100,000							100,000.00
	4.2.4 Activity Translating the strategy for communication and social change into 7 local languages		80,000						80,000
	4.2.5 Activity Packaging of messages in the strategy for electronic and print media.		15,000						15,000
	4.2.6 Activity Support TV and community radio programmes for dissemination of messages on the communication and social change strategy		50,000	50,000					100,000
	4.2.7 Activity Sensitisation of key stakeholders on the strategy, including the networks established by the project		50,000	25,000	25,000				100,000
	4.2.8 Activity Develop Social Behaviour Change Communication and IEC materials	50,000	50,000	20,000	20,000				140,000.00

	4.2.9. Activity Conduct campaigns to influence positive social norms and practices (pink biking, mentoring/role modelling, national to district leadership launches).	100,000	100,000	50,000	50,000				300,000.00
	MONITORING	25,000	25,000						50,000
	Sub-Total for Output 4.2								1,235,000.00
Total Outcome IV		3,758,000.00							
Evaluation (as relevant)	EVALUATION								
General Management Support		100,000	100,000	100,000	100,000				400,000
Grand Total \$12,878,000									
General Management Support \$1,750,000									

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

A Project Board will be established comprised of donors, government representatives and CSO partners. This oversight mechanism will be funded by the Project and will meet on a quarterly basis to review progress and provide policy guidance. The Project Board will also build synergies with other UN Agencies and partners for effective coordination of gender programming and information sharing through participation in the United Nations Joint Sustainable Development Framework Results Groups 9, 10 and 11.



IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

Country has signed the Standard Basic Assistance Agreement (SBAA)

2. Implementing Partner:

Ministry of Gender

X. RISK MANAGEMENT

The project design is as simple as possible to reduce risks related to implementation and technical capacities. Further the project is designed to ride on already existing and established government systems and structures, adopting lessons from similar and previous initiatives within Zambia.

Some of the major risks include the Government weak institutional capacity and lack of data management processes within implementing institutions. Mitigation will include support to government in strengthening capacity.

There is also a risk that poor coordination between the line ministries implementing various components and activities might hamper the project's implementation and the achievement of the expected outcomes. To mitigate this a project implementation manual will be developed which will spell out the roles and responsibilities of all the ministries involved in implementation. Additionally, the project will support capacity building for all implementing ministries and build systems to support implementation.

As indicated above gender inequalities in Zambia still reaming glaring and the project is designed to build on progress made to advance gender equality, therefore the project is envisioned to have a positive impact at both individual and community level. The project is not expected to have any significant negative environmental impact.

A matrix is provided as one of the annexes indicating anticipated risks and will be populated and updated during implementation. However, a risk management plan will be developed to outline a detailed risk management Strategy

XI. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. Risk Analysis.

Project				Title:	Award ID:	Date:			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Failure to operationalize the Gender Equity and Equality Commission may result in some activities not being performed.		Regulatory/legal	GEEC has fundamental responsibilities with regard to attaining gender equality in Zambia. Failure to operation GEEC will result in some programme activities in the legal and policy reform outcomes not to be performed. P =2 I = 3	Program to provide technical/financial support towards the operationalization of GEEC.	MoG, Cabinet Office UNDP			No change
2	Inadequate Staffing: institutions who are implementing gender programmes and have a presence at sub-national level will require additional staff or staff time.		Institutional capacity	<ul style="list-style-type: none"> Absence of MOG at sub-national level Do all implementing ministries have adequate staff levels Government employment freeze P = 3 I = 3	Engage Secretary to the Treasury for Treasury authority to employ according to structure approved by MDD	MOG			No Change
3	Staff turnover		Institutional capacity	<ul style="list-style-type: none"> The ministries' staff who will be capacity-built and trained may be transferred, leave for greener pastures or long-term training leaving capacity gaps P = 3 I = 3	<ul style="list-style-type: none"> Train as many as possible to ensure that even in the face of staff attrition, others would remain to continue the work Create opportunities for development and growth in employee careers including appropriate regular short-term training 	MOG, PSMD and UNDP			
4	Poor coordination among implementation ministries		Institutional capacity	This will affect project activity implementation and achieving expected outcomes P = 2 I = 3		MoG Permanent Secretaries in all the ministries working with			Substantial

						Directors Information and Planning;			
5	Failure to hold a referendum to hold to change the bill or rights may make some legal reform activities not to take place		Political	<p>Not holding a referendum to amend the Bill of Rights section in the Zambian constitution, or holding a referendum which results in a "NO" to amend the Bill of Rights section in the Zambian constitution, will mean Article 23 of the constitution which is problematic with regard to gender cannot be amended and this may result in less-than optimal performance for legal reform program outcome.</p> <p>P = 3 I = 2</p>	Personal law amendments to be done in piecemeal so that it conforms to the Gender Act.				
6	Inadequate financial resources for gender equality		Financial/economic	<p>Poor macroeconomic performance for Zambia has potential to impact programme performance since the programme implementation is heavily dependent on partnership with government departments and agents. It may also result in diversion of resources from complementary gender programmes.</p> <p>P = 1 I = 3</p>		MoF			
7	Failure to develop/adopt the national land policy and review the lands act		Regulatory/legal	<p>P = 3 I = 1</p>		MoLNR			

4. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) will be annexed once the capacity and Micro assessment has been conducted for the Implementing partners and relevant line ministries, the report will be attached as part of the annexes

5. Project Board Terms of Reference and TORs of key management positions

A project Implementation manual will be developed and will outline the detailed Terms of reference for key management positions and various management bodies.

6. ToC diagram

