EVOLUTION not REVOLUTION

Innovative and sustainable solutions for social accountability

A summary of the
ZGF programme strategy
2017-2021

1. Introduction

The Zambian Governance Foundation (ZGF) was formed in 2009 to help Zambian civil society develop and grow and make the government more accountable to poor and vulnerable sections of society.

Originally created by donor partners as a pooled funding mechanism to reduce the transaction costs of supporting civil society, ZGF has become a fully fledged organisation with highly developed operational, management and governance systems.

Where our funds come from

To date we have had two Joint Financing Agreements with our donor partners, the second of which is coming to an end in December 2016. JFA II funding from Sweden's SIDA and Germany's GIZ is the backbone of our programme activities. We also have a separate grant agreement with the European Union (10th EDF II), which has a focus on CSOs with an interest in policy influencing from a media perspective.

We aim to generate more income through activities outside our core business to enable us to undertake activities in a more sustainable way. These ambitions are complemented by our quest to diversify funding through tapping into other non-traditional funding sources in the philanthropic and financing of activities through collaboration with the corporate world.

All funds generated outside existing grant agreements are reinvested in support of ZGF operations. The greater our ability to generate profits outside traditional grant agreements, the more likely it will be that we can directly finance activities in support of civil society's pro-poor policy engagement.

Looking ahead: 2017–2021

We have developed this programme strategy for the period 2017 to 2021 to form the basis for a third financing agreement with interested donor partners.

This strategy builds upon ZGF's existing core competencies of grant-making and capacity development by adding a specific and deliberate focus on innovation and sustainability. Thus the programme is more of an evolution rather than a complete change in our approach.

2. The context of our work

Global and regional context

The major international framework for development is the UN's Sustainable Development Goals. There are 17 goals and 169 targets under the SDGs, which will guide national agendas to ensure the goals are achieved by the year 2030.

The Zambian Government and the UN signed the Sustainable Development Partnership Framework in November 2015, which will govern the work of the UN in supporting Zambia's attainment of the SDGs from 2016 to 2021. The framework reflects the shift Zambia's relations with the UN system from development assistance to partnership.

Among Zambia's other important development frameworks and relationships are with the African Union (Agenda 63), the Southern African Development Community (Regional Indicative Strategic Development Plan for 2005-2020), and the European Union (Cotonou Partnership Agreement).

Democracy and political rights

Since gaining independence in 1964, Zambia has enjoyed relative peace and political stability. While elections have always been held as required by law, there have been concerns over adherence to certain democratic tenets such as freedom of speech and assembly, especially for those holding views that differ from those of the ruling party. This has been seen in the selective and unfair application of the Public Order Act to prevent political actors and even civil society from assembling freely.

The Constitution commits citizens to "upholding the principles of democracy and good governance" and confirms the right of Zambian women and men to "freely participate in, determine and build a sustainable political,

legal, economic and social order" (preamble). It affirms public participation in budget planning and legislation and declares that the National Assembly "shall facilitate public involvement in the legislative process" (Art. 89).

A Constitutional Amendment was signed by the President in January 2016, but its expanded Bill of Rights was referred to a referendum in August 2016 and failed to pass.

Media freedoms and independence

The Zambian media's ability to provide checks and balances on the government and to inform citizens on key governance issues is limited. Successive governments have been unwilling to enact pass laws to guarantee media freedoms. The public print media has often lacked impartiality and independence from government, while the private print media has sometimes faced intimidation and closure.

The lack of an "access to information" law is another constraint. The campaign for the long-awaited law remains high on civil society agendas.

There has been huge growth in the use of social media platforms in social accountability and civic engagement.

Civil society and government

In 2009 the previous government passed the Non-Governmental Organisation Act No. 16 to register and regulate NGOs in Zambia, which many people perceive as draconian. The Patriotic Front government's promise to repeal the law has never been fulfilled.

Civil society has also struggled to engage with government as there has been an unsettling degree of creation, merging and separation of ministries. For CSOs trying to build alliances and

partnerships within ministries this is a challenge.

Policy and legislative framework

Development policies are guided by the Revised Sixth National Development Plan and the government is now in the process of consulting on and developing a seventh plan which takes account of the SDGs. Zambia also has a long-term plan, Vision 2030, with the goal of being "a prosperous middle-income nation" by 2030.

The government has made a number of important laws and policies since 2012, including ones addressing decentralisation, youth, health, and social protection. Policies currently under review include ones pertaining to planning, land, children and early childhood, literacy and education.

Zambia has made strides in a number of areas of social inclusion. The amended constitution affirms gender equality and the government established a Ministry of Gender in 2012, while important recent legislation includes the Anti-Gender-Based Violence Act (2011) and the Gender Equity and Equality Act (2012).

Zambia has also made strides on the rights of people with disabilities as provided by the Persons with Disability Act (2012) and the National Policy on Disability (2015).

The amended constitution (Art. 255) provides for principles of environmental and natural resource management, which are in line with the provisions of the Environmental Management Act of 2011, which provides a legal framework for citizens' participation in environmental management.

Socio-economic situation

Poverty remains the greatest challenge the country faces. The most recent census data revealed that, in 2010, more than 6 in every 10 Zambians lived beneath the national poverty line.

Zambia's poverty situation is reflected in part through poor service delivery in key sectors such as health, water and sanitation. One in three Zambians are without access to clean water, while half do not have access to sanitation facilities. Zambia's infant mortality rate stands at 74.2 per 1000 live births and points to key challenges within the health sector.

The Zambian Government's poverty reduction measures have included the social cash transfer programme, farmer input support programme, income diversification programmes, and Constituency Development Fund. However, the persistence of high poverty levels show much more needs to be done.

Economic challenges

Despite being reclassified as a lower-middle-income country by the World Bank in 2011, Zambia's fiscal position has declined in the recent years, with the 2015 budget recording a 43% (ZMW 20 billion) fiscal deficit. Government revenue has been hit by problems in the mining sector.

Social spending has gone down, which will negatively affect service delivery and poverty reduction efforts, especially in the health and education sectors. Social expenditure declined from 35.3% in the 2014 budget to 29.6% in the 2016 budget.

Further economic challenges relate to rising inflation, rising debt stock and debt ceilings, a rise in public finance irregularities, and the depreciation of the kwacha. The rise in both external and domestic debt has given rise to fears of Zambia falling into another debt trap. Zambia has been downgraded by three international credit rating agencies.

Compounding all this has been the misuse of public resources as revealed in successive Auditor General's reports, with the 2014 report showing financial irregularities amounting to just over half a billion Kwacha.

Zambia has also been experiencing power deficits as demand for electricity has grown faster than supply. The situation has had negative effects on

the lives of people, production and businesses. The power deficit also puts put pressure on the Treasury as Zambia has to spend more money on importing power. Currently, no more than a quarter of Zambians have access to electricity.

Five critical issues for civil society

The contextual issues lead us to highlight the following five critical issues that demand an effective. In our support to civil society, interventions that seek to address these issues will be given greater priority.

1) Limited ability of citizens to claim their rights

Zambian citizens' political rights have been infringed through restrictive legislation such as the Public Order Act, while their social and economic rights are still not guaranteed in the constitution. CSOs need to design comprehensive responses that seek to raise citizens' awareness and understanding of key legislation and policies, for instance by disseminating popular versions of them. Focus should also be on designing interventions that go beyond awareness-raising to focus on developing the capacity of citizens to demand their rights.

2) Civic apathy

Citizens' frustration with the governance situation has resulted in a degree of civic apathy. This has reduced community participation, which has served to reinforce top-down decision-making approaches and hinder citizen-driven change. The civil society response to this should be one that embraces social accountability approaches to bring issues down to a level where communities can easily engage, and thus build a critical mass of active citizens helping to develop their communities.

3) Limited access to the media

The media remains a critical platform for citizen engagement, so limited access to the media is a serious problem. Community radio

stations in particular provide an opportunity for creating increased citizen awareness and offering citizens opportunities for involvement in socio-economic and political governance. Community radio stations' use of local language also enhances access to information and accountability for those disadvantaged by illiteracy. CSOs should therefore seek innovative ways of collaborating with the media.

4) Inconsistent policy environment

Inconsistencies in the policy and political environment continue to disrupt the work of civil society. CSOs need to constantly adapt their strategies in order to remain relevant to their changing contexts. They need to strengthen their risk assessment and mitigation strategies, while the need for evidence-based policy engagement becomes more urgent.

5) Poor economic performance

The poor performance of the Zambian economy has contributed to poor service delivery and ultimately worsened poverty and inequality. The civil society response should focus on strengthening the voice and capacity of citizens to demand accountability on the use of public resources at different levels. It should also link social accountability interventions at the different levels where mismanagement of public resources occurs.

Added to all this, civil society also has critical issues of its own. For instance, the quest for funding to sustain policy engagement work continues to be a challenge. Issues of credible leadership for CSOs in Zambia have the potential to further hinder the prospects of success.

In sum, the civil society response should be one that promotes the principles of sustainability, social inclusion, flexibility, and interaction between media, civil society and policy makers. Civil society's ability to mobilise citizens around issues provides effective avenues for influencing pro-poor policy change at different levels.

3. About ZGF

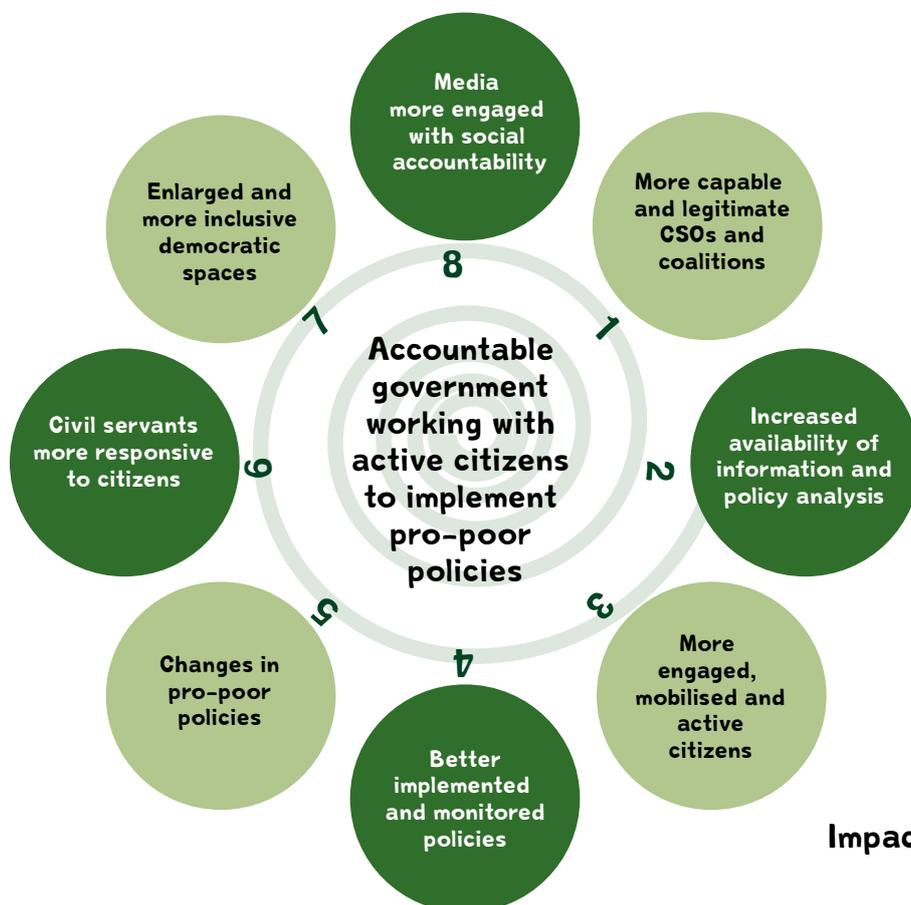## Mission, vision, impact sphere

Our mission is to strengthen the role of civil society in pro-poor policy engagement, by increasing access to capacity enhancement resources tools and other support mechanisms. We therefore support Zambian civil society organisations so that they can engage more effectively in pro-poor policy processes at all stages of the policy cycle: agenda setting, decision-making, policy formulation, policy implementation and policy monitoring.

Our efforts are aimed at empowering poor and vulnerable men and women to engage effectively with government and demand greater government accountability and responsiveness to their needs.

In line with our theory of change, we support contribute to eight impact spheres, working towards the larger ZGF vision.

The central impact sphere, 'Accountable government working with active citizens to implement poor policies', represents the highest-level impact of ZGF. The impact spheres 1, 3, 5 and 7 represent the cross-cutting impacts which all of ZGF's work seeks to have. The impact spheres 2, 4, 6 and 8 represent the more tangible outputs which specific Grant Partners seek to produce. This framework will guide us in understanding the extent to which the civil society initiatives we support, together with our own activities contribute to positive changes in the policy arena.

We pursue our mission by providing services under on four complementary business areas.

Impact spheres

MISSION

To strengthen the role of civil society in pro–poor policy engagement by increasing access to capacity enhancement resources, tools and other support mechanisms

BUSINESS AREAS

Business area 1:
Grants and contract management

This has been at the heart of our work for the past seven years. Our grants are designed to support CSOs with an interest in changing policies and their implementation for the benefit of poor Zambian citizens.

We offer funding to established CSOs selected on a competitive, needs-assessed basis, plus project grants to smaller and emerging organisations. Grant schemes are tailored to CSOs with varying capacity levels, ranging from multi-annual core budget grants to short-term project, coalition and rapid response grants. Suitable civil society organisations are selected through calls for proposals or through an assessment of applications on a rolling basis.

Recognising that meaningful engagement in the policy process requires sufficient time and support, we have introduced the graduation and the repeat grant scheme, which is greatly appreciated by the CSOs we support.

In an effort to respond to varying needs and capacity levels, we offer six distinct grant schemes. The two largest, the Institutional Support and the Earmarked Institutional Support grant, cater for the needs of well-established organisations

through granting core budget support enabling them to implement their organisational strategic plans or selected components of their strategic plans. The two project grants, the Initiative Support and the Mini-Initiative Support grant, differ in their grant size and cater for the needs of smaller and emerging CSOs to implement their policy influencing initiatives. Our Joint Policy Action Support grant supports CSOs to catalyse or sustain joint civil society policy engagement work. Lastly, the Rapid Response grant gives us the flexibility to support civil society responses to emerging policy issues. (See figure on p.15.)

We ensure that the design of ZGF-funded initiatives is of high quality and their implementation achieves the anticipated results. Ongoing M&E begins as soon as contracts with CSOs have been signed. This involves providing ongoing assistance to CSOs in the area of financial management, identifying and responding to potential risks, reviewing financial reports to assess contract compliance, and helping CSOs increase their day-to-day financial management and reporting capacity. We also conduct learning visits with other stakeholders to understand what changes are happening as a result of the work of CSOs' work.

Business area 2: Capacity and organisational development

Capacity development takes place in all four of our business areas and reflects our holistic approach to strengthening CSOs. It focuses on equipping organisations to design and implement policy engagement initiatives.

All our capacity development interventions seek to directly respond to what CSOs have identified as capacity development needs of their organisation. The ways we support CSOs at different stages are shown in the figure below.

Over the last seven years we have gained vast experience in hands-on capacity development support across a wide range of different CSOs. We have designed our own capacity assessment tool and conducted more than 150 facilitated assessments with organisations that applied for grants. We have organised more than 150 training events with over 1,450 participants. Our approach also includes hands-on, tailored coaching and mentoring support for individualised organisational learning. We have also developed ten toolkits to enhance the sustainability of our capacity development support.

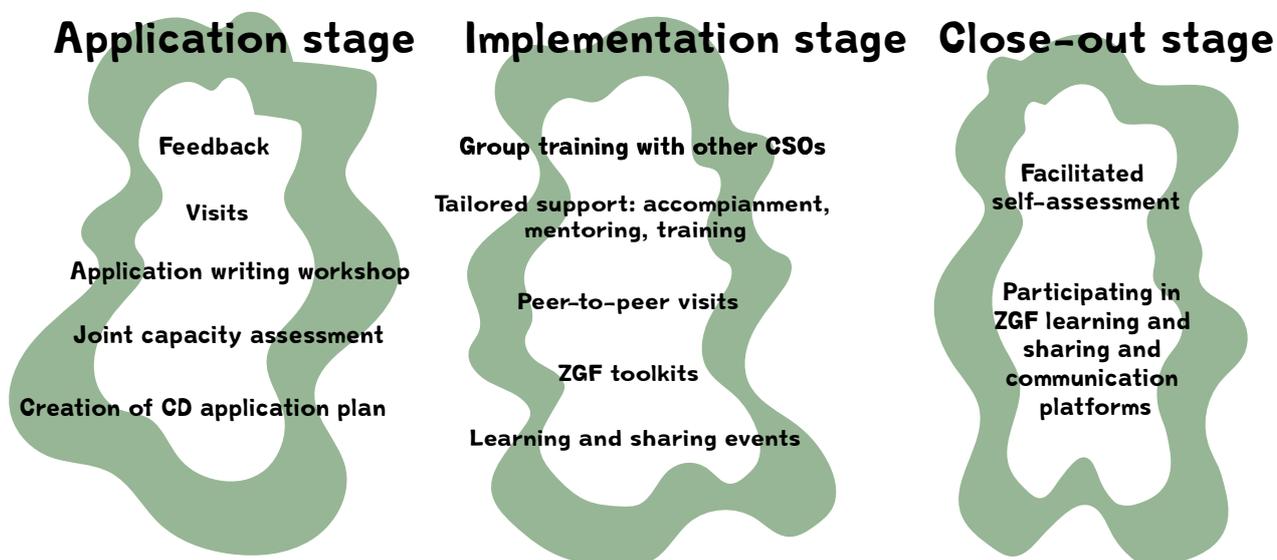## Business area 3: Learning and sharing from and with civil society

This is where we build on the lessons learnt from areas 1 and 2. The learning and sharing component of our work promotes peer learning within civil society by providing platforms where lessons learnt from successful or less successful initiatives in the policy-making process can be shared and new ideas can be discussed and translated into joint action. We recognise that there are opportunities to learn from civil society at large and not just among the organisations we support; thus, our target beneficiaries are all those with whom we come into contact and not just those who have received support from us.

Learning and sharing has typically occurred in three ways: in learning spaces; research which includes data collection and analysis; and communication between ZGF and the wider civil society environment.

Over the last seven years we have made a dedicated effort to convene spaces where CSOs can meet and share ideas. The structure of these learning and sharing events varies depending on the subject matter and past themes have included allowance culture, health accountability, land rights, education and electoral governance, to name but a few. The objectives of each specific event varied but the components remained essentially the same: 25 to 30 participants including both CSOs and government officials, presentations on the topic, and group work. More recently the events have evolved to include more sustainable components like the online learning and sharing platform hosted on the ZGF website.

We have commissioned impact studies on land rights, gender and community schools as well as smaller research papers on alternative sentencing models for prisoners and on accountability in health care. This research is complemented by analysis of media inputs of CSOs supported by ZGF in three major national newspapers. The media analysis provides an indication of media's willingness to cover policy issues and CSOs' ability

Application stage

Feedback

Visits

Application writing workshop

Joint capacity assessment

Creation of CD application plan

Implementation stage

Group training with other CSOs

Tailored support: accompianment, mentoring, training

Peer-to-peer visits

ZGF toolkits

Learning and sharing events

Close-out stage

Facilitated self-assessment

Participating in ZGF learning and sharing and communication platforms

to engage effectively with the media.
The analysis is also able to capture duty bearers' response to issues raised by CSOs. Our own communication strategy is predicated on the goal of learning and sharing with the wider civil society audience. Our weekly Newsflash and quarterly Tigwepo publications have distribution that allows us to engage with a wider audience.

Business area 4: Growing the demand for social accountability

This relatively new business area acknowledges the importance of citizens' ability to hold duty bearers accountable. The social accountability initiatives under this business area are intended to complement the policy engagement work of the CSOs we support. By 'preparing the soil' through activities to empower citizens with knowledge on their rights and responsibilities we are actively contributing to the potential success of CSO-led projects 'planted' in those communities.

The key components of this business area are targeting areas where little or no civil society activity exists, creating systems and tools that foster social accountability, and engaging in communication activities to change the attitudes of the public and of duty bearers.

A key distinction of work carried out under this business area is that it is targeted towards the wider public and not just CSOs.

The different vehicles used under this business area are community-based tools, ICT based tools, and real-world fora.

Community-based tools

We create these jointly with local CSOs to help community members identify issues and potential solutions.

After several years of supporting CSOs in Zambia through our grants management and capacity development initiatives, it was clear to us that the approach and support tools used thus far had not been sufficient or effective in certain provinces.

Six disadvantaged provinces (Muchinga, Northern, Southern, Western, North-Western and Luapula), referred to as Affirmative Action Provinces, were identified. A pilot project was established in one of these, Muchinga, with the aim of replicating it in the other provinces. The project's aim is to grow CSOs' capacity so that they are eligible to access the more structured, formal support that we provide under our first two business areas.

ICT tools

In order to enable citizens to make informed decisions on issues affecting their communities, we created a mechanism that would provide access to policy information and knowledge on how to create and use social accountability tools.

Launched in mid-2014, the The Social Accountability and You (SAY) website (www.say-zambia.org) includes step-by-step guides on how to create social accountability tools like citizen scorecards or social audits. A central component of SAY is the digital library of Zambian laws, polices and CSO-authored research on various thematic areas, currently hosting over 500 items. SAY has two accompanying social media profiles that allow users to interact, share ideas and ask questions. It also has a mapping of community radio stations' locations and a section where these stations can engage and communicate with each other.

Real-world fora

Following the launch of the SAY website, a need was identified for complementary real-world fora where the conversations created on the SAY website and its social media platforms could be carried on. The aim was to encourage deeper, more meaningful conversations around a specific subject but also to foster a community of citizens seeking ways to participate in governance matters. The SAY Cafe is a talking series that allows a single speaker or panel to discuss policy issues in a jargon-free way that encourages participants to engage with the topic and express their views.

4. The difference we've made

Since 2010 we have launched six calls for proposals and screened roughly 620 applications from CSOs across Zambia, including CSO applications submitted to ZGF on a rolling basis to access our smaller grant schemes. As of March 2016, we have provided financial support to 78 Zambian CSOs, signed 123 grant contracts and conducted more than 150 training events and learning and information sharing events throughout Zambia.

The total amount disbursed to Grant Partners is USD 13.5 million to end of 2015, excluding funds invested in developing the capacity of Grant Partners (USD 1.4 million).

Over the last seven years, our grant and capacity development support has helped to make Grant Partners, and therefore civil society, much stronger, more credible, and better equipped to influence pro-poor policy processes at different levels of society. There has been a visible change not only in the type of policy engagement activities our CSO partners engage in, but also the extent to which many of these activities are initiated by the CSOs themselves. This speaks volumes about how they are accepted as credible actors within the policy environment.

Another visible change has been the clear improvement in the quality of proposals for funding submitted to us, and the fact that some CSOs that we have supported have gone on to access funding from other donors on the basis of their enhanced organisational capacities.

The following examples show how ZGF-supported CSOs have successfully influenced duty bearers at different levels to act on specific issues:

• JCTR successfully influenced the upward revision of the tax-free threshold in the 2014 budget. JCTR also successfully influenced the introduction of the minimum wage, which was based largely on its Basic Needs Basket.

• Thandizani Community HIV and AIDS Prevention and Care succeeded in getting Lundazi District Council to provide road signs in all strategic places, including where they have built humps within the townships.

• PDLA worked with communities to successfully enforce the Village Act on formation of development committees. PDLA also influenced the recognition of traditional land certificates by chiefs and the local council.

• Jubilee Centre influenced the Examinations Council of Zambia through the local education authorities to grant examination centre status to community schools.

• KDFA influenced Kawambwa District Council to implement the SADC gender threshold within their administrative structures.

• EAT influenced Livingstone City Council to implement solid waste management practices in communities.

• RWBZ influenced cabinet to put in place the National Policy on Ageing in 2014.

• FDC influenced the Department of Social Welfare in Chibombo district to include their concerns into their annual work plans and budget.

• Luapula Foundation influenced Mwense Council to introduce a bye-law which prohibits early marriages. A re-entry policy allowed 290 girls who had dropped out of school to return to primary school and a further 64 to secondary school.

Communities claiming rights

Grant Partners have also involved communities in different aspects of their work, with notable successes. In 2010, there were 45 communities claiming their rights, but by the end of 2015, this had risen to 215.

Examples of communities claiming their rights are:

• Compensation for land rights violations (displacements) in Kankoyo (Mufulira).

• Involvement of young people in community decision making in Mukonchi (Kabwe).

• Community input into the FISP reforms in Manyemunyemu (Kazungula).

• Demanding an end to delays in enacting the 1999 Draft Forest Act in Chibwika (Kabompo).

• Demands for improved water supply in Libuyu (Livingstone) and in old Makandanyama (Kabwe).

Significant strides have been made over the last seven years towards having citizens that are informed and are able to seek audience with duty bearers on their own, even after ZGF-supported initiatives have ended.

Grant Partners provided communities with opportunities to have direct contact with duty bearers by way of stakeholder meetings, position papers, radio programmes, collection of public signatures, and public fora. Councillors, government agencies like ZEMA, traditional leaders and Members of Parliament represented the main duty bearers that these communities had direct contact with over the identified issues.

Building capacity

As part of our overall support towards Grant Partners, we have been providing different aspects of capacity development support since inception.

Of the 78 Grant Partners that we have had since inception, 83% have maintained or improved their financial management scores. This contributes to their becoming stronger and legitimate organisations that are able to account for whatever financial and other resources they manage.

Another aspect of our support to Grant Partners has been to strengthen their M&E systems, which for us is less about mere availability of monitoring tools and documented processes, but rather about their use.

In addition to the specific impact studies done to assess each specific support provided, we have been administering annual perception surveys since 2012, aimed at assessing Grant Partner satisfaction to the services we provide to them. The overall outlook on perception of ZGF services has been positive since 2012, with the vast majority of Grant Partners (at least 90% each year) being either satisfied or very satisfied with the services.

In general, our partners have highly appreciated interaction with ZGF through monitoring visits, training, and our Newsflash, which has been particularly highlighted as having led to improved communication and interaction.

5. Sustainable solutions

Our seven guiding principles

1) Embedding a culture of CSO sustainability

Sustainability refers to the ability of an organisation or civil society more widely to successfully adapt to a changing external context. Sustainability thinking is embedded in everything we intend to do, requiring us to continuously reflect and develop appropriate responses so that they remain relevant to wider civil society.

For the CSOs we support, this entails intensifying efforts to embed a culture of sustainability in everything they do, whether from a financial, institutional, programmatic or policy perspective.

For wider civil society this requires us to further deliberate on how we extend the sustainability agenda beyond the CSOs we support, calling for innovative approaches to meet the demands of civil society whose sustainability is at risk.

2) Sustainable solutions

In the context of an unstable economic and political environment and an awareness of the consequences of climate change on everyday life, we put increasing emphasis on sustainable solutions, a theme which represents a common thread cutting across all business areas.

Civil society influence on the policy making process can only be sustained if civil society operations rely less on traditional energy sources, employ more cost-effective ways of working with communities and seek alternatives to sustain operations beyond traditional donor funding.

3) Complementarity of ZGF services

For the period 2017 to 2021 we intend to continue implementing activities across all four business areas. With all ZGF business areas being closely interlinked, implementation is likely to be more successful if all business areas receive equal attention in terms of funding and human resources set aside to implement activities.

4) Social inclusion, gender and HIV and AIDS

In view of widening inequality observed in recent years we would like to move away from a fragmented approach of supporting disadvantaged groups and instead embrace the concept of social inclusion in whatever we do. Social inclusion is the process of improving the ability, opportunity and dignity of people, disadvantaged on the basis of their identity, to take part in society. We will infuse a social inclusion agenda in all business areas, which will influence how we carry out our activities in the future and encourage CSOs to focus on ensuring that marginalised citizens have voice in the processes they initiate.

In line with how the UN views gender in the context of the SDGs, we will continue emphasising gender and gender equality. The UN says that "Research has shown that societies that discriminate by gender tend to experience less rapid economic growth and poverty reduction than societies that treat males and females equally, and that gender disparities produce economically inefficient outcomes."

We will continue with HIV and AIDS mainstreaming as a separate strand of work in addition to the social inclusion and gender dimensions.

5) Flexible support approach

We offer a flexible approach as to its mode of selection and funding themes. While we continue to be responsive to the themes suggested by civil society, the past seven years have shown that some key policy areas do not receive the attention they deserve, such as electoral governance, gender, health, environment and media development. In an effort to militate against this, we will intensify our efforts and stimulate a civil society debate on these themes.

While we generally prefer not to offer funding for specific themes, there are specific instances where we will do so. Examples may include where civil society or donor partners express a need for a concerted response to legislative changes that are likely have detrimental effects on pro-poor development, or when there are emerging opportunities for civil society to influence the policy process.

6) Creating opportunities for civil society and policy makers to interact

Experience shows that for any policy engagement initiative to succeed, policy makers have to be brought on board from an early stage to ensure their buy-in. We will therefore intensify our efforts to ensure that the CSOs we support are attentive to the important interplay between citizens and duty bearers. As such, we will adapt our tools and training, create spaces and ICT-based platforms where civil society actors and policy makers can interact and learn from each other.

7) Fostering media and civil society collaboration for policy engagement

Traditional and new media can help policy engagement initiatives to have a greater impact. We will emphasise the media dimension in every business area, assist CSOs to increase media collaboration, encourage media-focused policy work within civil society, strengthen our collaboration with media organisations and promote the use of evidence-based journalism in support of social accountability.

Our strategy

In an ever-changing context, issues that are important now might not be important in a year's time, and policy actors who are game-changers now might not be so for long. This is why we perodically conduct an analysis of the political economy, and these analyses will continue to inform our annual work plans and guide us in devising new strategies.
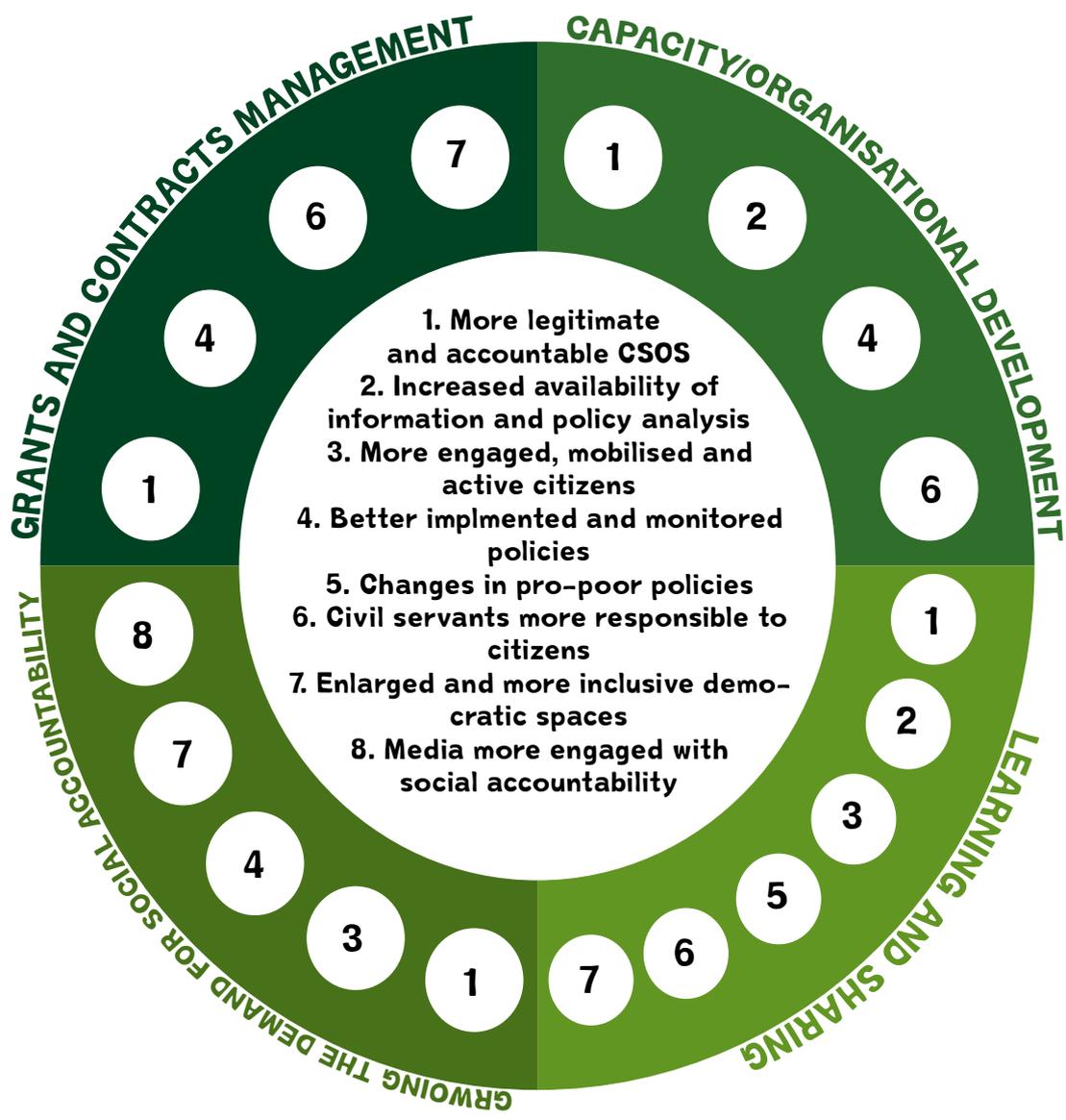
In setting the output targets, we made a number of assumptions. The capacity of CSOs to contribute resources to policy engagement initiatives or their own capacity development is limited: resources are either tied to specific donor agreements or they have no reserve funds to partly or fully finance these interventions. We assume that our support for the coming five years in strengthening their sustainability thinking will help to increase CSOs' ability to sustain and co-finance their programmes and operations. As for the target for business area 3, we already see some encouraging initiatives emerging from ZGF events. With learning and sharing being intensified over the years, we assume that CSOs will increasingly appreciate the clout and leverage effect of joint civil society initiatives. The encouraging statistics on our social media engagement, via SAY in particular, led us believe that the demand for social accountability is on a steady rise as illustrated in our target set for business area 4.

A summary of our outcomes, output targets, and their related indicators is presented in our log frame (see Annex).

In order to demonstrate the impact of our work, we will adopt a results-based approach to our monitoring system, which means placing more emphasis on higher-level outcomes rather than lower-level activity implementation.

This means we will focus more on what changed as a result of the activities that were implemented.

The diagram shows a circular wheel divided into four quadrants, each labelled:

- **GRANTS AND CONTRACTS MANAGEMENT** (top left) containing numbers 7, 6, 4, 1
- **CAPACITY/ORGANISATIONAL DEVELOPMENT** (top right) containing numbers 1, 2, 4, 6
- **GROWING THE DEMAND FOR SOCIAL ACCOUNTABILITY** (bottom left) containing numbers 8, 7, 4, 3, 1
- **LEARNING AND SHARING** (bottom right) containing numbers 1, 2, 3, 5, 6, 7

Centre text:

1. More legitimate and accountable CSOS
2. Increased availability of information and policy analysis
3. More engaged, mobilised and active citizens
4. Better implmented and monitored policies
5. Changes in pro-poor policies
6. Civil servants more responsible to citizens
7. Enlarged and more inclusive demo-cratic spaces
8. Media more engaged with social accountability

Our focus on results-based monitoring also means the following:

- Setting clear and agreed targets and milestones

- Monitoring progress towards results, using appropriate indicators

- Using qualitative narratives (such as stories of change) to measure progress

- Identifying and managing assumptions and risks

- Documenting lessons learned and using these to redesign interventions where necessary.

Currently, our outcome indicators cover each of our business areas, and these are individually linked to the eight impact spheres that show the higher level change that we are seeking to contribute to.

We will carry out a baseline survey at the start of implementation of this strategy in order to ascertain our starting point for our outcome indicators and the impact spheres to which they contribute.

The baseline will also seek to verify our outcome indicators and may result in them being refined in order to be more clear about the specific aspects of our work that we will be tracking on a regular basis to feed into our learning, reporting, and other processes.

Business area 1: Grant and contract management

There is evidence that local initiatives launched by smaller rural-based CSOs are more effective if well-established organisations at national level actively support their cause. This is why we will support a balanced selection of CSOs at different levels to make policy engagement effective. We will continue to support smaller and emerging CSOs in the 'Affirmative Action' provinces where civil society is under-represented.

We will infuse **sustainability thinking** in all steps of the selection and monitoring process. Applicants will have to demonstrate their commitment to driving a social accountability agenda by building downward accountability into their initiatives, demonstrating their commitment to a culture of sustainability both within their organisation and among the people they work with, and showing willingness to adapt to a changing external context.

We will select initiatives where project inputs can become self-propagating, where there might be multiplier effects for other organisations, sectors and locations, and where relationships with the public sector are designed to positively influence the working practices of duty bearers.

Our ultimate interest is helping CSOs to continue to exist beyond donor funding, supported by their existing assets and driven by their motivation for social change.

Social inclusion and collaboration with the media will also be major points of emphasis in the grant selection process.

In our quest to make our grant schemes more accessible to civil society, especially in Affirmative Action provinces, we will employ new methods of spreading information on our support mechanisms available:

Grant types

IMBUTO
Activity based grant
≤ ZMW 30,000
≤ 12 months

MINI INITIATIVE
Activity based grant
≤ ZMW 300,000
12 to 24 months

RAPID REPONSE
Activity based grant
≤ ZMW 300,000
≤ 12 months

JOINT POLICY ACTION
Coalition grant
≤ ZMW 450,000
1 to 12 months

INITIATIVE
Activity based grant
≤ ZMW 900,000
18 to 36 months

KALULU
Activity based incl. social enterprise grant
≤ ZMW 1,500,000
≤ 36 months

EARMARKED INSTITUTIONAL
Support to selected core areas of strategic plan
≤ ZMW 5,000,000
≤ 36 months

INSTITUTIONAL
Core budget support to strategic plan
≤ ZMW 6,000,000
≤ 36 months

• **Learning and sharing events** will be an ever more important part of the selection process, complementing more traditional information events preceding calls for proposals.

• We will offer an **online application facility** to lower the cost for applicants as well as to reduce the process's carbon footprint.

• We will allow **oral presentations** to be made by those organisations that find this an easier way to communicate their ideas than making written applications.

New grants

Existing grant ceilings, most of which were set as far back as 2009, will be adapted to the economic situation and the capacity of organisations to be supported.

We will continue with applying the system of **grant notches**, introduced in 2015, determining the size of the grant an organisation can apply for.

We will also continue the **graduation and repeat grant mechanism**, which has helped CSOs sustain policy engagement over longer periods and changed how CSOs integrate policy engagement into their work.

We will at the same time support organisations to become more self-reliant and less donor-dependent. Further to that, we will design a new grant scheme (Kalulu Support grant) which will support CSOs whose ambitions are to combine social accountability work with creating a social enterprise so that social accountability work ultimately benefits from the profits of the social enterprise.

Lastly, we will endeavour to integrate sustainability thinking in the grant scheme by earmarking a portion of the grant to be spent on a sustainability strategy.

A varied grant scheme will be offered to CSOs, ranging from small seed-funding (Imbuto) and smaller (Mini-Initiative Support) and larger activity based grants (Initiative Support), Rapid Response grants, coalition support grants (Joint Policy Action Support) to core budget grants (Earmarked Institutional Support and Institutional Support).

The Institutional Support grant scheme for well-established CSOs will require the grantee organisations to agree a sustainability action plan with us and commit a substantial portion of their own funds to the transformation process.

In line with our target for business area 1, this notion goes hand in hand with a gradual decrease of funds to CSOs benefitting from a longer-term grant or the repeat grant scheme. Contributions will not be expected from seed fund beneficiaries (Imbuto) and CSOs receiving a Rapid Response grant.

Business area 2: Capacity and organisational development

Capacity development is the 'how' of making development work better. It is, in essence, about making institutions better able to deliver and promote human development. For ZGF, capacity development involves not only the development of knowledge, practices, systems and processes, but also the skills and knowledge to be able to apply them and adapt them over time. This includes being able to promote a culture of learning and collaborative partnership.

Our support will reflect the needs of emerging organisations and be premised on three main concepts: innovative learning, innovative tools and sustainability.

Innovative learning

Improving learning among organisations will continue to be an important part of our work. Peer-to-peer learning will complement our traditional support mechanisms, using peer-to-peer mentorship programmes, visits and coaching.

Creating spaces where CSOs and duty bearers can jointly develop ideas and strategies will also be a part of the innovative learning approach.

This will also contribute to the legitimacy and credibility of the policy engagement initiatives being implemented by ZGF-supported CSOs.

Innovative tools

Online and/or digital learning will be used to make our support easier to access. We will develop online training courses (video and audio versions) in the areas of organisational development, policy engagement and social accountability. The use of ICT tools already used in the Zambian context, such as the ZeduPad, will be explored.

We will support CSOs to attract to more young people towards becoming active in policy engagement.

In an effort to instil environmental sustainability thinking within the CSOs we support, we will also pay particular attention to climate change and the environment by popularising existing laws and policies and by keeping a debate on the issue alive across all our capacity development activities.

Sustainability

The quest for sustainability in capacity development will be approached from various angles. We will introduce a **cost-sharing policy** for financing capacity development and, where possible, CSOs will be encouraged to cover part of the cost. Some of the training, particularly the mandatory parts, will remain free of charge, but other parts will over time be covered by participating organisations depending on their ability to contribute. Demand-driven group training based on a cost-sharing arrangement will be an important feature of our approach and will enhance trainees' ownership of the interventions.

We will contribute to civil society becoming more financially sustainable by offering **learning opportunities on resource mobilisation**. Organisations will be encouraged to explore the idea of a social enterprise model. Creating co-ownership of initiatives with communities will also help with the sustainability of projects by allowing them to continue after ZGF support has ended.

Business area 3: Learning and sharing with and from CSOs

Experience has shown that peer-to-peer learning and sharing is greatly valued. Our role in this area is one of facilitation. We will offer a 'build-your-event' option for CSOs to convene their own learning and sharing spaces. Using the existing learning and sharing platform on our website, organisations will be able to register to hold a learning and sharing event facilitated by ZGF. They will be able to sign-up as either conveners or participants and will be required to declare their contributions, whether knowledge, resources, logistics or stationery. Participants and conveners can suggest other organisations to be included in the event.

A deliberate effort will be made to include duty bearers and the media in our learning and sharing events, which will enable existing relationships to be strengthened.

This co-ownership approach will encourage innovation and allows civil society to have a stronger voice.

We will continue to commission and disseminate research and analysis on under-represented policy issues to contribute to the knowledge base and encourage evidence-based policy engagement. Summaries and infographics will be used to ensure that the information captures attention and is understood by a wider audience.

Understanding that the media plays a key role in policy engagement work, we will invite community radio stations to our learning and sharing spaces. We will continue tracking the media inputs of ZGF-supported CSOs along our thematic areas, analysing the information for trends and opportunities.

In a new initiative, an **ICT-enabled policy barometer** will provide a 'snapshot' of the policy context in specific sectors. This will use information from our commissioned research, media tracking and learning and sharing spaces and will also benefit from the SAY Library.

Our existing communication tools (Tigwepo, Newsflash, the website and distribution lists), communication will be used not only to share news about ZGF-supported CSOs but also as a tool to popularise legislation, policies and toolkits.

Business area 4: Growing the demand for social accountability

The tools and activities of our work to grow the demand for social accountability will include information communication technologies for social accountability (ICT4SA) with a mix of low-tech, real-world interventions appropriate to the Zambian context. As with all of our actions over the next five years, scalability and replicability will be built in, reinforcing the overall theme of sustainability.

Community-based tools

Over the next five years, we will scale-up the Muchinga pilot project by graduating organisations that have been trained thus far to our formal support, a process which has already begun. These organisations will be prioritised for the new social enterprise grant model for small organisations, strengthening the sustainability of the community-based tools we have developed.

The project will be replicated in other provinces and the organisations trained will join a community of practice of social accountability actors. We will focus not only on formal civil society groups but also informal ones that have the potential to grow the demand for social accountability at their level.

ICT tools

A key component of the community-based approach is access to information. In the next five years we will grow the SAY website into an open-governance platform that not only provides information but also creates an interface between citizens and their elected officials. Tools such as a SAY mobile application and the interactive policy barometer will help grow the demand for social accountability. The tools will integrate offline features that will allow them to remain functional without an internet connection. The website will also increase the space it dedicates for community radio stations by providing an online media resource centre on social accountability.

Real-life fora

To encourage the growth of civic engagement we will create spaces where citizens can discuss and use information. These real-life fora will build on the successes of the SAY Cafes to reach as many potential users as possible. To increase its reach, the SAY Cafe model will be trademarked, allowing for the model to be replicated across Zambia.

Success will be measured by the uptake of our initiatives. Other complementary measures of success may be included for projects that aim to link service delivery outcomes and social accountability, for example by measuring the "Fix-Rate" of social accountability initiatives (the percentage of identified problems that are solved – see integrityaction.org).

Annex: Logframe

Business areas and outputs	Output indicators	Outcome indicators
1. Grants and contract management		
Outcome: Strong and relevant initiatives being implemented by the CSOs we support		
Outputs: 1.1 Grant Partners selected 1.2 Grant awards facilitated and contracts signed 1.3 Grant Partners adequately monitored and supported 1.4 Grants disbursed Target: ZGF-supported CSOs contributing an agreed set % of required resources to policy engagement initiatives, depending on their experience and capacities	# of applications received # of applications assessed # of applicants receiving CD support at the assessment stage # of applicants applying from Affirmative Action provinces # of grant contracts awarded # of GPs making a contribution to their initiatives # of GPs located and working in Affirmative Action provinces # of GPs graduating and / or receiving repeat grants # of civic groups in Muchinga supported with Imbuto Support funding # of monitoring visits to GPs	GPs successfully completing their initiatives GPs successfully incorporating social inclusion in their initiatives GPs successfully incorporating sustainability in their organisations % of policy issues raised by GPs that are addressed by government Ratio of grants awarded to applications received
2. Capacity and organisational development		
Outcome: Strong legitimate, credible, and visible CSOs that we support		
Outputs 2.1. Capacity development systems and tools strengthened 2.2. Service providers adequately utilised 2.3. Demand-driven capacity development services provided/delivered Target: ZGF supported CSOs understanding ongoing learning as part of their sustainability strategy contribute up to 50% to ZGF sponsored CD interventions	# of requests for CD support tools # of of CD requests received # of of CD interventions completed # of of mandatory and customised trainings delivered # of of duty bearers participating in learning and sharing events # of FMCD requests received # of FMCD interventions completed # of GPs making contributions towards their CD interventions # of GPs producing policy implementation reports.	% of GPs using identified evidence-based methods to influence policy % of GPs demonstrating community involvement % of GPs with functional M&E systems in use at organisational level % of GPs demonstrating their use of knowledge gained from CD interventions % of GPs maintaining Low Risk or improving financial management scores
3. Learning and sharing		
Outcome: More effective scaled- up CSO initiatives		
Outputs 3.1 Good practices and learning by Grant Partners documented 3.2 Good practices and learning by Grant Partners shared 3.3 Research and impact assessments in selected policy areas commissioned and disseminated Target: 40% of CSOs actively contributing to joint civil society initiatives as a result of their participation in ongoing demand driven peer to peer learning and sharing spaces	# of Learning Visits # of stories of change and good practices of GPs documented # of learning and information sharing events # of demand-driven peer to peer learning events # of media inputs made by GPs # of media inputs documented from media tracking # of research on relevant themes conducted by ZGF	% of GP initiatives being scaled up Evidence of change documented by GPs through stories of change or cautionary tales Evidence of CSO and media collaboration
4. Growing the demand for social accountability		
Outcome: Informed, engaged, strong, and vibrant civil society		
Outputs: 4.1 Community-based interventions strengthened and implemented 4.2 ICT tools to foster social accountability practices beyond ZGF Grant Partners developed 4.3 Communications activities undertaken to change attitudes of public and duty bearers beyond our Grant Partners Target: An uptake of ZGF social accountability tools in support of citizens or community led social accountability initiatives increasing by 50%	# of CSOs and community radio stations supported on social accountability # of community-identified issues that get resolved # of unique visitors on Social Accountability website Reach of the SAY-related social media platforms # of participants at real world fora	% of targeted CSOs demonstrating community involvement in policy issues in AA provinces Ratio of organisations supported to those identified in the initial scoping Citizens using ZGF ICT-based tools indicate that they are more informed about social accountability Participants of ZGF real-world fora indicate that they are more informed about social accountability