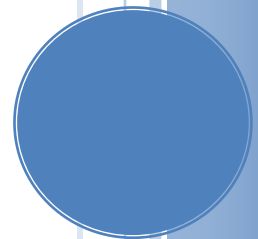




A Critical Reflection of Women for Change as a Learning Organisation



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ABBREVIATIONS

7NDP	Seventh National Development Plan (7NDP)
ANC	antenatal care
AAs	Area Associations
AU	African Union
CEDAW	United Nations Convention on the Elimination of all forms of Discrimination against Women
CIKOD	Centre for Indigenous Knowledge and Organisational Development
CBDs	Community Based Distributors
CBRNM	Community Based Natural Resource Management Boards
CBOs	Community Based Organisations
CSOs	Civil Society Organisations
DEBs	District Education Board Secretary
DHS	Demographic Health Survey
ECCED	Early Childhood Care Education and Development
ECE	Early childhood education
EMPOWER	Empowering Mutual Partnerships for Women's Economic Resilience
FGDs	Focus group discussions
GBV	Gender Based Violence
GDP	Gross domestic product
HH	household
HR	Human Resource
MMR	Maternal Mortality Rate
MPs	Members of Parliament
MMD	Movement for Multi-party democracy
NGP	National Gender Policy
NGOs	Non-Governmental Organisations
NGOCC	Non-Governmental Organisations Coordinating Council
OCA	Organisational Capacity Assessment
OVC	Orphans and Vulnerable Children
PAR	Participatory action research
PF	Patriotic Front
PEM	Popular Education Methodologies
SMAGS	Safe Motherhood Action Groups
SRH	Sexual Reproductive Health
SADC	Southern Africa Development Community
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
UNESCO	United Nations Education Scientific and Cultural Organisation
UNFPA	United Nations Family Planning Agency
UPND	United Party for National Development
VSU	Victim Support Unit
WfC	Women for Change
WHO	World Health Organisation
ZNWL	Zambia National Women's Lobby

EXECUTIVE SUMMARY

As the current strategy (2013 – 2017) approaches its end, the overall objective of the Participatory Action Research (PAR) was to assist Women for Change to critically reflect and learn as an organisation and pave the way forward for the future Strategy of the organization. Therefore, the **specific objectives sought to:** *Examine whether and to what extent WfC had demonstrated itself as a learning organization; Assess WfC's performance during the strategy period in relation to efficiency, effectiveness, impact, relevance and sustainability; Evaluate WfC's performance in relation to its strengths, challenges, threats and opportunities; Analyse the organisation's systems and processes and recommend areas of improvement; Document Most Significant Change (MSC) information for knowledge sharing, planning and decision-making; and Make evidence-based recommendations relevant to the development of a new strategy.*

When it came to field data collection, in view of the large operational coverage of WfC only three districts were covered; Chongwe, Lundazi and Mumbwa. Both qualitative and quantitative data was collected. Qualitative data collection used a number of methods to ensure a variety of perspectives for cross checking and validation of results.

Focus group discussions (FGDs) were conducted with various groups at community level. Direct observation and community drama were also employed to scrutinise activities and interactions between people.

Key informant/in depth interviews were held with a variety of stakeholders including government officials (District Commissioners, district council, health, education, community development, police-Victim Support Unit), traditional leaders (village head persons and representative of chief), cooperating partners, collaborators from NGOs and staff of WfC.

In addition a variety of documents were reviewed. WfC internal documents and secondary sources such as key national policy documents and other documents pertaining to poverty, land, human rights, gender, youth, education and sexual reproductive health were analysed.

An organisational capacity assessment (OCA) was conducted using a self-assessment tool. Furthermore, the draft report of the PAR was presented to key stakeholders for their feedback.

Quantitative data was collected using population survey questionnaires. Out of the targeted 450 survey respondents, questionnaires were administered to 465 participants in total, with each of the three districts contributing 155. SPSS was used for both data entry and analysis.

The following are the key findings:

Learning

WfC is a learning organisation. It engages in a variety of exercises, activities and has systems that enable it to learn. These include amongst others having monitoring, evaluation and learning system, undertaking reviews and evaluations and collaborating with other organisations. WfC has shown itself able to respond to the changing environment e.g. it has managed the transition from core funding to project based funding by donors quite well.

WfC identifies as a gender focused organisation. The research found that WfC strongly encompasses gender equality and women's rights in its programmes / projects and its internal systems, policies and procedures. But to ensure it learns systematically WfC needs to improve its knowledge management system

Efficiency

This was measured in terms of planning procedures, availability of action plans, institutional linkages/networking mechanisms, staff capacity/skill levels, timely service delivery, monitoring and evaluation system/tools and use of resources. Overall WfC was found to be efficient but had some deficiencies in terms of shortage of staff in some key departments, time management, the Monitoring and Evaluation (M+E) does not comprehensively deal with baseline and indicators for the strategic plan but are project specific.

WfC endeavours to be prudent in its use of resources. Several policies and procedures manuals are in place. A number of these are currently under review. However attention needs to be given to weak adherence to policies.

Effectiveness

This was measured by the extent to which WfC met the set strategic objectives for the period.

STRATEGIC OBJECTIVE 1: Women and Girls in WfC Operational areas have increased Access and Control over Productive Resources, especially land by the end of 2017

It was found that WfC has contributed to helping women have better access to traditional land. However control remains largely in the hands of men both with customary and statutory land. Customary land tenure security is facing serious challenges.

The research findings show that a lot of women have decision making powers at household level. This can be attributed to WfC interventions on promoting gender equality. Over and over during FGDs, it was confirmed that WfC's approach to gender was contributing a lot to joint decision making in homes including budgeting, sales etc.

OBJECTIVE 2: Increased access to education and vocational skills for children and the youth in WfC operational areas by the end of 2017

While WfC has made efforts towards promoting increased access to education, it sadly remains the case that girls continue to lag behind in access to education. Several factors contribute to this but paramount amongst which are early pregnancies and early marriages.

Results show that WfC has made considerable effort to provide youth with vocational skills. In doing so, WfC also challenged gender stereotypes by training young women in non-traditional fields such as carpentry. But youth continue to face significant challenges in terms of limited education opportunities, inadequate employment and recreation.

OBJECTIVE 3: Improved Quality of life for women and girls in WfC operational areas through access to Sexual Reproductive Health (SRH) services by the end of 2017

It was found to be the case that WfC had contributed significantly to women's access SRH. Because SRH is such a broad area with many components, it is commendable that WfC decided to narrow their focus on family planning, ANC and Gender Based Violence (GBV). However, in so doing, it can be argued with the exception of GBV that the topics for focus could have been different. This is because of the strength of WfC on gender analysis, the country context and the results of the quantitative research suggest a different focus. The results of the quantitative work show that the majority of people interviewed where the most part getting reasonable services primarily from government facilities.

OBJECTIVE 4: WfC is an efficient and effective organisation by the end of 2017

WfC was found overall to be effective and efficient. One of WfC's major achievements is a corps of staff that are well skilled, motivated and knowledgeable in their subject areas.

WfC actively participates in networks and in the policy making arena. Its participation has contributed to the strengthening the networks focus on women and gender issues. The organisation is viewed as a credible partner/player by other international and national agencies that are engaged in gender matters.

The organisation is able to influence government and other stakeholders through communication, networking and knowledge sharing. But it rarely plays a strong agenda- setting role. Relations with government entities are on the whole good but there is little appreciation of the approach of WfC as it pertains to not setting up offices at district level. Furthermore coordination with government and other stakeholders was not always very strong sometimes leading to duplication of efforts.

In terms of funding for the period 2013 to 2017, the figures raised far are well below the target. However, the positive fact is that the income trends are going up and the organisation is no longer in negative deficit. But the reality remains that in overall terms WfC is not able to raise the funds it expected to raise. The environment for fund raising has changed and the global trend is that there is less and less money available for development assistance.

Relevance

In terms of relevance at the level of content or issues, by and large these were found to be relevant and pertinent in aiming at the overall attainment of WfC's vision. However, to ensure continued relevance WfC needs to constantly review the context and take into account the fast changing situation with respect to the issues of land, climate change and bio-piracy.

WfC's Popular Education Methods (PEM) and approach to gender equality which emphasizes social empowerment have been proved over time to be approaches that work. Gender equality is a strong central element in programming. The approaches used are gender-sensitive and empowering of partners, communities and individuals especially women.

Impact

The work of WfC has had impact in some areas. This evidenced by the work such as the seed growers association in Kapiri-Mposhi who are now officially certified by Seed Certification and Control institute.

WfC has had marked effect or influence in several areas including the aforementioned work on GBV, access to land and control of productive resources. Sensitisation of traditional leaders on gender issues has led to subsequent actions by some of them such as banning child marriages in their areas. WfC has contributed to making policies and laws more gender sensitive.

Sustainability

WfC's work has shown potential for continuation of programme outputs by targeted communities or organisations beyond after its withdrawal. Its weaning strategy with a focus on building local structures, decentralised leadership as well as providing linkages for weaned off local structures all facilitate sustainability.

The level of ownership and management of programme outputs by target communities was found to be high. People undertaking activities at community level are volunteers yet they maintained motivation and were very active participants.

The replicability of WfC's approach to other areas and by other organisations has been proved time and time again.

In terms of financial sustainability WfC is unlikely to be ever fully financially sustainable. However with the resolution of the legal case of the flats revenue from the rent of the flats will contribute towards enabling WfC have some independent source of funds which can be used to meet shortfalls for important issues that the organisation is unable to raise funds for from donors.

Organisation's Systems and Processes

WfC has governance and management systems and structures that are well laid out. However, the board has not had for much of the period the full complement required. The gaps have now been filled with the exception of the legal person.

At the management level, policy documents are in place. Currently a number of these are being reviewed to ensure there in line with current management practices.

But WfC faces some challenges including that most staff do not give feedback when documents are being developed. Overall weak documentation and record keeping emerged as key problem.

WfC is strong in inclusion of gender, youth and children. But it is weak in disability inclusion. It does not have a disability policy and its offices have serious access challenges.

There is gender equality at the staff level. There is engendering of organisational procedures for instance the HR manual provides for matters such as maternity and paternity leave, sexual harassment etc. But the organisation does not have an organisational policy on gender equality, with an accountability mechanism and grievance processes.

Strategic options/directions/Recommendations

- i. Given the changing trend towards project based funding by donors WfC should consider whether to develop a traditional strategic plan or instead outline its strategic direction or roadmap about the future that allows more flexibility for adjustment as necessary.
- ii. In setting objectives for the coming period WfC should decide whether to set very specific objectives as with the current strategic plan or to set objectives that are broader and allow it to flexibly adapt the content of its work in line with the expressed needs of people at community level from time to time or as opportunities present themselves?
- iii. Given the worrying growth of political violence in the country, to what extent should WfC incorporate peace building in its work?
- iv. The issue of land rights for women is a very important one and should remain a focus for WfC but this should take into consideration new trends threatening security of tenure for rural dwellers.

- v. The lack of access and control of natural resources is one of the core reasons for poverty in rural areas. Taking into account trends leading to the unsustainable use of forests and or/lack of benefits from the natural resources by rural communities, WfC should expand its CBRNM work to more actively ensure people benefit from the global trade based on indigenous knowledge in the food, medical and cosmetics sector.
- vi. Climate change is a major challenge to the livelihoods of rural people. WfC should intervene in this arena more actively.
- vii. Good quality education for children and youths is important for the fulfilment of WfC's vision and mission. WfC should reform its work to ensure its programming tackles the barriers that prevent rural children especially girls from accessing education.
- viii. The challenges that youth face are valid and worthy of consideration for WfC. It should consider strengthening its programming to ensure greater access and control by youth of natural resources including the promotion of artisanal mining.

Recreation is important and the general lack thereof for rural youth a major challenge. Apart from the status quo of football and netball for purposes of sustainability the promotion of indigenous games that are not us external resource dependent (e.g. Nsolo, touch etc.) should be considered.

- ix. In the case of SRH it may be more suitable for WfC to focus on areas relating to gender inequalities and therefore in the realm of sexual health information, education, and counselling, to enhance personal relationships and quality of life. The right for all people especially women to a healthy, safe, consensual and enjoyable sex life is an important part of SRH; to control their bodies and have sufficient accurate information to use in making decisions and seeking healthy behaviours.
- x. Partnerships and relationships with other stakeholders were generally good. WfC should develop a strategy of working with partners that helps avoid duplication.
- xi. Weaknesses' in documentation, record keeping and other aspects of knowledge management and information sharing are in dire need of being corrected.
- xii. WfC should strengthen its social inclusion by intensifying its work with people with disabilities in programmes and at organisational level.
- xiii. WfC should consider developing a gender policy, being a gender focused organisation does not equate with being a fully engendered organisational unless all aspects of organisational structures and procedures are fully gendered.
- xiv. Development of a resource mobilisation strategy is important to help WfC map out the trends for raising funds and develop astute ways of raising funds in a climate that is dynamic and in which traditional sources are shrinking.

1. INTRODUCTION AND BACKGROUND

Women for Change (WfC) is a Zambian gender focused NGO that works with rural communities in order to contribute towards sustainable human development and the eradication of all forms of poverty. WfC has worked with over a thousand (1,000) rural groups in five provinces (Central, Eastern, Lusaka, Southern and Western) of Zambia reaching over six hundred thousand (600,000) women and men including the youth and as well as countrywide/regional outreach to traditional leaders. The organisation's work has focussed on the empowerment of rural communities especially women and girls using gender analysis and Popular Education Methodologies (PEM). The organisation exists on the principle of non – partisan collaboration with civic, political and other organisations on matters concerning development of rural communities. Recognising the importance of good governance, respect for Human Rights and Democracy as necessary requisites for Human Development, *WfC* has strong Advocacy and Human Rights Education in its core program activities. Through networking with Community Based Organisations (CBOs) and other NGOs, *WfC*'s activities complement other programmes in Gender Analysis and Awareness Raising, Overall Child Development, Economic Empowerment and HIV and AIDS interventions. Human Rights Education for traditional leaders' aims at increasing participation of traditional rulers and rural communities in the governance of the country, which *WfC* considers critical to the development of communities and ultimately, the eradication of poverty.

WfC realises that traditional leadership commands a lot of respect from rural communities and are usually the first to know of most problems in rural communities. Therefore they are an alternative structure for bringing development in the country. The organisation also works with traditional leaders to improve their participation in the governance of the country as they are an important structure for bringing about change of attitudes and behaviours and development in the country.

At community level WfC works intensively to empower women with negotiation skills to influence decisions from the household level to community level institutions such as participating in hospital and school committees. Over time the women gain enough knowledge and confidence to aspire for leadership for instance as councillors. WfC builds capacities of rural communities, especially women and girls, to achieve sustainable human development, eradication of all forms of poverty and to advocate for changes to laws, policies, practices, and behaviours to ensure the promotion of women's and children's rights.

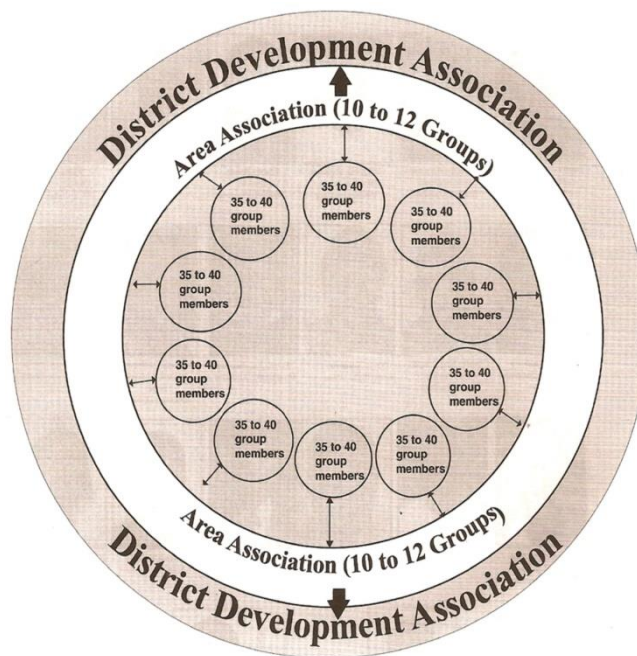
Below are figures showing the number of beneficiaries reached by WfC during the period under review.

Beneficiary	Reach
2013	
Female	26,435
Male	18,447
Total	44,882
2014	

Female	7,424
Male	4,697
Total	12,121
2015	
Female	6,582
Male	4,426
Total	11,008
2016	
Female	18,371
Male	11,635
Total	30,006

In working with rural people WfC seeks not only to empower them at individual and group level but to help them build autonomous and independent organisations. As such organisation, mobilisation, building linkages and organisational development takes place at three levels.

At community level, WfC works with groups comprising 35 to 40 members. Ten groups in the same area constitute an area association. In areas, where there are more than 10 Area Associations (AAs), these come together to form district development associations, whose role is to co-ordinate the activities of area associations and to represent area associations at district level. Area associations are self-governing community-based organisations that provide a forum for exchanging ideas amongst groups.



In the period under review WfC worked in three main thematic areas namely: Access to and control of land and productive resources for women; access to education and vocational skills training for children and youth; and access to sexual reproductive health for women.

As its strategic period nears its end in 2017, WfC has embarked on a participatory action research (PAR) initiative to determine the extent to which it operated as a gender focused organisation promoting learning and knowledge sharing during the strategy period 2013 – 2017 with a view to strengthening its operations as a learning organisation in the next strategy period 2018 – 2022. The 25 years of WfC's existence has coincided with the last year of the organisation's current strategic plan. The PAR process will feed into the next strategic plan for the organisation.

2. DESCRIPTION OF THE ASSIGNMENT

2.1 Overall Objective:

The overall objective of the Participatory Action Research (PAR) is to assist WfC to critically reflect and learn as an organisation and pave the way forward for its future Strategy.

2.2 Specific objectives

- a) Examine whether and to what extent WfC has demonstrated itself as a learning organisation.
- b) Assess WfC's performance during the strategy period in relation to efficiency, effectiveness, impact, relevance and sustainability.
- c) Evaluate WfC's performance in relation to its strengths, challenges, threats and opportunities.
- d) Analyse the organisation's systems and processes and recommend areas of improvement.
- e) Document Most Significant Change (MSC) information for knowledge sharing, planning and decision-making.

3. METHODOLOGY

The PAR was carried out using a number of methods to gather as much information as possible, ensure triangulation and participation of key stakeholders.

3.1. Research Sites, Sampling Procedures and Sample Size

In view of the large operational coverage, only three districts were covered in this research. The districts were purposively selected based on the geographical coverage of WfC interventions. Being a predominantly rural oriented organization, two rural districts, namely Lundazi and Mumbwa were selected. Chongwe district was selected on the basis of being a peri-urban district so that there could be beneficiary representation mix. A representative sample in each of the selected districts was picked using purposive and random sampling strategies.

3.2 Methods of Data Collection

Both qualitative and quantitative data was collected. For qualitative data collection a number of methods were used. Focus group discussions (FGDs) were held with 193 people at community level. These were interviewed in groups as follows: members of WfC Area Associations, safe motherhood action groups (SMAGS), youth, cooperatives and women only groups (single, married, divorced, widowed etc.) Amongst those interviewed were community members who are not members of any of the community structures (community groups, area

associations and district development associations) formed with WfC's support. (See Appendix 4 for full list of people interviewed).

Picture of youth FGD in Mumbwa



Direct observation was also used as a tool for data collection to scrutinise activities and interactions between people. In addition to the data collection tools outlined above whenever necessary community drama sessions were also used. The latter tool was used in instances when some interviewees had difficulties or were shy to respond to questions. The reason for using the variety of tools was to get a variety of perspectives for cross checking and validation of results.

Key informant/in depth interviews were held with a variety of stakeholders including government officials (District Commissioners, district council, health, education, community development, police-Victim Support Unit), traditional leaders (village head persons and representative of chief), cooperating partners, collaborators from NGOs and staff of WfC. Total in-depth interviews were conducted with 44 people.

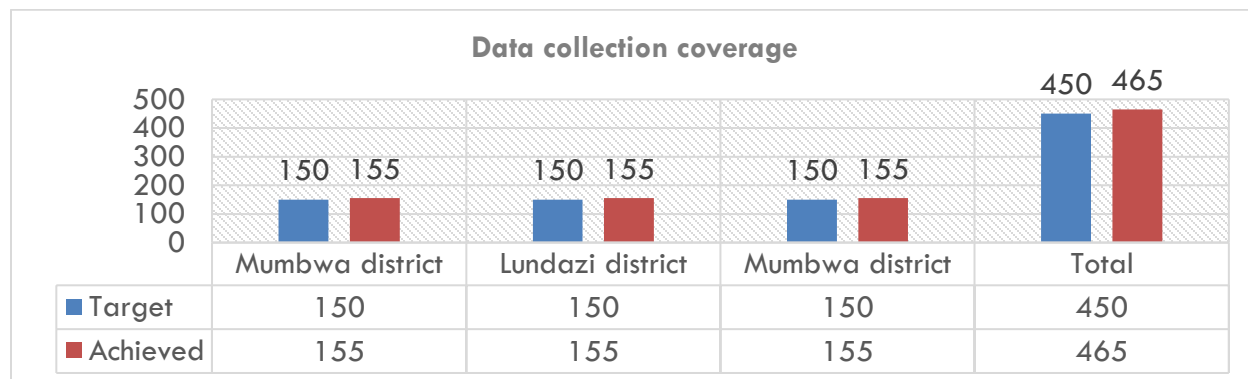
In addition a variety of documents were reviewed. These included the WfC strategic plan, baseline reports, annual reports, action plans, action research reports and other relevant documents. Secondary sources such as key national policy documents and other documents pertaining to poverty, land, human rights, gender, youth, education and sexual reproductive health were analysed. Document review provided information on the country context, a basis for a situational analysis on performance and direction, as well as a basis for developing interview guides for different target audiences. Information gathered from documents also provided evidence for confirmation of results as presented in the findings section.

Furthermore, an organisational capacity assessment (OCA) was conducted. It was a self-assessment exercise comprising of a board member, WfC staff and members of AAs. Using a tool (the Four Abilities) developed by the Atlas Alliance of Norway, the participants assessed the organisation. The information generated from the OCA has fed into the PAR. **(See appendix 5 for the full report of the OCA).**

The draft report was presented to key stakeholders for their feedback. These included; a WfC board member, a cooperating partners, collaborators and allies from Civil Society Organisations (CSOs) and WfC staff.

Quantitative data was collected using population survey questionnaires, with data collectors recruited and trained in both theoretical and practical aspects pertaining to the data collection; emphasising that the findings be representative to the extent possible of the population participating in the exercise. Out of the targeted 450 survey respondents,

questionnaires were administered to 465 participants in total, with each of the three districts contributing 155.



SPSS was used for both data entry and analysis. In terms of interview coverage by sex, slightly more females (57percent) than male (43percent) respondents were reached. In terms of education levels, 1.7percent said they had no formal education at all; 50.1percent had primary education and were in the majority, followed by those with secondary education at 46.7percent. Undergraduates and graduate respondents were at 0.6percent and 0.9percent respectively.

With regard to ages of respondents, the youngest was aged 17 while the oldest was 92 years old and the mean age was 43. On marital status, majority (69.9 percent) of the respondents were married, followed by those who were widowed (14.6percent), never married (8.8percent), divorced (5.6percent), on separation (0.6percent), and those just living together (0.4percent). On occupations of respondents' partners, most of them indicated that they were in the agriculture sector (92percent), followed by those doing some forms of business (6percent) and only 2percent having formal jobs. Asked if agriculture was the kind of work that they mainly did, most respondents (98.9percent) said yes.

4. CONTEXTUAL SITUATION OF ZAMBIA

The politics, economy, social-cultural environment, delivery of social services, policy, legal issues and the natural endowments of the country converge and interact to provide the context within which WfC carries out its interventions. This section provides details of this context. A significant part of this context is the adoption in June 2017 by government of the Seventh National Development Plan (7NDP) for the period 2017 to 2020. The 7NDP is aimed at attaining the long-term objectives as outlined in the Vision 2030 of becoming a “prosperous middle-income country by 2030”. The goal of the 7NDP is to create a diversified and resilient economy for sustained growth and socioeconomic transformation driven, among others, by agriculture. The quest for a diversified economy is driven by Zambia’s overdependence on copper mining. The country’s fortunes in the last decade have risen and fallen on the back of the fluctuations of copper prices on the world market.

4.1. Political Context

Zambia has since 1991 operated a multi-party system of government. In the 2011 general elections, the party in government since the re-introduction of multi-party politics in 1991

the Movement for Multi-party democracy (MMD) lost the general elections to the Patriotic Front (PF).

During the 2011 election 22 women were elected as Members of Parliament (MPs). Subsequently 1 woman was nominated as an MP by the president. Thus women's representation in parliament stood at a paltry 16percent in the legislature which had a total membership of 150 people¹. At the local government level 83 women were elected as councillors out of 1,422 seats reflecting only a 6percent representation of women in elected local government positions. ²

In September 2014, President Michael Sata who was ushered in as the Republican President and head of state in 2011 passed away. In accordance with the country's constitution presidential elections were held in 2015 which saw the PF's candidate Edgar Lungu emerge as winner.

In August 2016, fresh general elections were held. 26 women were elected as MPs, 125 were elected as councillors and 9 as Executive Mayors/ Council Chairpersons.³ Although the numbers have increased, they are not significant enough to fundamentally change gender dynamics in the governance of the country. The reasons for the low representation of women are to be found at the level of political parties, society and the status of women.

At the level of the political parties, these obstacles include; the absence of quota systems that oblige political parties to have women's representation in their political structures or as adopted candidates. As a result women generally lack support from their party structures.

At the level of society, negative stereotypes against women persist and impact negatively on the ability of women politicians to gain acceptance and garner needed votes. Violence against women before and during elections has created fear and discouraged women from standing as candidates.

At the individual level issues such as women's level of education works against them. Relative lack of financial resources as compared to their male counterparts works against women's ability to participate in the elections which are heavily monetized.

The 2016 presidential contest was a tight race. The PF candidate Edgar Lungu was declared winner with 50.35percent of the total votes case whilst the opposition United Party for National Development (UPND) Hakainde Hichilema garnered 47.67percent share of the vote. But this victory was challenged by the opposition in the courts of law, however due to a technicality the case lapsed and was not heard by the court. The opposition continued to dispute the outcome of these elections and refused to recognise President Lungu as head of state.

The 2016 elections also reflected regional/ethnic divisions in the country. The North-Eastern parts overwhelmingly supported the PF while the North-western, Western and Southern parts did the same for the UNPD.

¹ <http://www.parliament.gov.zm/members-of-parliament> - 20 May, 2016

² Gender Audit of the Private and Public Sectors: Zambia National Women's Lobby, 2014

³ Zambia National Women's Lobby - 2016

In April, 2017, the opposition leader Hichilema was arrested and charged with treason following an incidence involving his and the presidential motorcade. He was detained in prison as treason is a non-bailable offence which if convicted of attracts the death sentence. On 15th August, 2017 he was released from prison following mediation from local and international actors. The two opposing parties have now agreed to enter into dialogue over the issues they disagree about.

Following a number of arson attacks to markets and other important infrastructure, on July 2017, a threatened state of emergency was declared and has led to the curtailing of certain freedoms and rights.

Zambia has been a peaceful and stable country since it attained independence in 1964, but the periods before, during and after the recent elections have seen the country experience the worst political violence in its history. President Lungu went on to appoint a commission of inquiry into the violence and voting patterns. The Commission is yet to report back on its findings. The political atmosphere in the country has led to concerns that the peace that the country has enjoyed for decades is at risk.

4.2. Economic Context

Since 1990 the country has recorded steady economic growth. But in 2015, the Zambian economy faced economic difficulties initially due to fast rising expenditures and a fiscal deficit that more than doubled in 2013. In 2016 Zambia faced its worst economic crisis in more than ten years. This was due to falling copper prices, pressure on the government's operating and investment budget, and electricity-supply shortages affecting the real economy. Slowing demand from China had reduced copper prices to their lowest level in more than seven years. The situation was exacerbated by low agriculture output and a growing electricity crisis.

Real economic growth fell to its lowest in 15 years, with gross domestic product (GDP) growth estimated to have slowed to 3.7percent from 5.0percent in 2014. Maize output declined by 22percent due to poor rains. Copper prices declined by 28percent while mining output remained roughly the same as in 2014. Slow economic growth is projected for the medium term as the electricity-supply deficit continues and Zambia continues to import electricity from neighbouring countries.⁴

Economic conditions have improved slightly since the turn of 2017, and the World Bank projects an improved growth rate of 4percent in 2017. This follows high rainfall in the 2016/17 agricultural season that has improved agricultural output and quickened the replenishment of hydro-electric reservoirs.⁵

Although the country recorded steady economic growth during the period 1990-2015, poverty remained the greatest challenge to national development. Poverty trends suggest that overall income poverty prevalence was reduced between 1991 and 2015 by 24.6 percent, although an increase was observed in the late 1990s. The reduction in poverty was more significant in urban areas, where it declined by 25.6 percent, from 49 percent in 1991 to 23.4 percent in

⁴ <https://www.afdb.org/en/countries/southern-africa/zambia/zambia-economic-outlook/>

⁵ <http://www.worldbank.org/en/country/zambia/overview>

2015. Income poverty in rural areas decreased from 88 to 76.6 percent. The percentage distribution of the population by level of poverty in 2015 showed that 40.8 percent of the population was extremely poor while 13.6 percent was moderately poor. The proportion of the non-poor was 45.6 percent. With the 2015 projected national population at 15.9 million, this meant that 8.5 million people lived in poverty, with 3.5 million of those living in extreme poverty. It is clear that economic growth did not translate into significant poverty reduction, especially in rural areas⁶.

The pattern of economic growth in Zambia is highly unequal and has not increased the incomes of the poor rapidly enough to lift them out of poverty, mainly for three reasons. First, economic growth has historically been concentrated in capital-intensive industries such as construction, mining and transport. The second reason is related to the geographical component of growth, where urban areas have gained more than rural areas. The third reason is related to the structure of the economy; economic growth in the country has not been associated with labour-intensive sectors in which the poor tend to work, such as agriculture⁷. The unequal pattern of economic growth has seen women also largely been left behind. Poverty is largely rural and in rural areas of Zambia most households are led by women. An estimated 28 percent of rural households in Zambia are female headed households. Poverty also strongly correlates with disability and it is both a cause of and a consequence of poverty.

The economy is strongly correlated to the issue of employment. The inability of recent economic growth to significantly impact on poverty reduction is largely as a result of low employment creation. Growth in the economy can reduce poverty rapidly if the employment potential it creates enables poor people raise their income, either through increased employment or through higher returns to labour. However, statistics show that formal sector employment growth has been sluggish during the period of overall economic growth.

According to the 2014 Labour Force Survey, about 84 percent of the working population was employed in the informal sector (91.2 percent for females, 75.8 percent for males). Informal employment between 2005 and 2014 remained high, at between 84 and 89 percent of the total number of people employed⁸. Compared to non-disabled persons, persons with disability experience higher rates of unemployment and economic inactivity and are at greater risk of insufficient social protection which is crucial in reducing extreme poverty.

Mining employs 1.8 per cent of all working persons, the agricultural sector accounts for 57 per cent of the labour force. Additionally, though 81 per cent of the working population in agriculture are vulnerable, about 60 per cent of smallholder farmers in this sector are extremely poor, lacking the necessary education, skills and financial endowments to increase productivity⁹.

Overall, Zambia still has low levels of innovation and learning in the manufacturing sector, which means its capacity to produce and export manufactured goods and generate

⁶ Seventh National Development Plan

⁷ Ibid

⁸ Ibid

⁹ Zambia Human Development Report 2016

employment is significantly low¹⁰. For example foreign entities dominate Zambian cotton and textile production, the large proportion of which is for the export market.

4.3. Social Context

Demographic Outlook

According to the Population and Demographic Projections 2011-2035 Report, Zambia's population was estimated at 15.9 million in 2016. Out of these, 7.9 million are males and 8.0 million are females. Further, 9.2 million reside in rural areas while 6.7 million are in urban areas. The population is expected to continue growing at an average annual rate of around 2.8 percent during the projection period, 2011-2035. The population in rural areas is expected to grow at a relatively stable average rate of 2.4 percent per annum, while the urban population is expected to grow at 3.5 percent per annum during the same period. The population is expected to grow to 17.9 million by 2020 of which 10.1 million will reside in rural areas while 7.8 million will reside in urban areas. The young population is expected to result in growth in the reproductive age group (15-49) and the economically active age group (15-64). However, the large numbers of young people may represent great economic potential, but only if adequate investment is made in their health, entrepreneurship and education, thus continuing to stimulate new economic opportunities for them. According to the World Health Organisation (WHO) an estimated 10 to 15 percent in the population are people with disabilities.

As at 2016, the estimated life expectancy at birth was 53.7 years. Females had a higher life expectancy at birth of 56.1 years compared to 51.5 years for males. The projected decline in fertility and mortality is expected to lead to an increase in life expectancy at birth and at different ages as well as the proportion of the elderly, 65 years and older, in the long run.

The country's population age structure has created high child dependency with a heavy burden on the working population. Zambia's overall dependency ratio stands at 92.5 while the child dependency ratio is 87.4¹¹. This demographic outlook has consequence on the provision of public goods and services, such as education, health, housing, water and sanitation and employment.

Education

Zambia's education system consists of early childhood education (ECE), primary, secondary and professional or tertiary levels. ECE (pre-school) provides education for children aged 3-6 years while primary level runs from grades 1 to 7 and the secondary level runs from grades 8 to 12. The tertiary education level includes universities and colleges.

Government has put in a place a number of measures to ensure education for all. In the policy arena there has been the enactment of the 2011 Education Act which included the compulsory attendance of primary education for all children of school going age, the outlawing of marrying or giving into marriage children of school going age, recognition of community schools. (The number of community schools grew rapidly from 38 in 1996 to almost 3,000 in 2013. Community schools account for almost 20 per cent of total enrolment in primary

¹⁰ Zambia Human Development Report 2016

¹¹ Ibid

schools), the abolition of the Grade 7 examination fee¹² etc. Prior to this was the adoption of the re-entry policy which provides for girls to go back to school after falling pregnant. Before this policy expulsion from school was government policy. Despite legal and policy provisions, children with disabilities face significant challenges in accessing education.

According to a 2014 research there were approximately 500,000 children of primary and secondary school age that are out of school in Zambia. There were slightly more males of primary school age than females who are out-of-school; 217,388 males versus 212,525 females. However, the situation is reversed among lower secondary school age children where the number of girls' out- of- school is double that of boys i.e. 44,451 compared to 22,590. Rural children are much more likely to be out-of-school with almost a quarter (23 per cent) of primary age children not in school compared to only 9 per cent in urban areas. Only a small proportion of pre-primary school aged children were actually in pre-primary school (4.7 per cent) and the majority of children in this age group are out-of-school (68.9 per cent) while a sizeable proportion (age 6) were already in primary school (26.4 per cent). There was a marked difference between rural and urban areas with nearly 80 per cent of pre-primary age children out of school in rural areas compared to about 44 per cent in urban areas.¹³

Girls in rural areas are more likely to be drop out of the school system or not be enrolled at all in the first instance. National level figures show that in 2009, total number of males enrolled in primary and secondary schools was 1,846,945. The number grew to 2,035,339 in 2014. For females the numbers were 1,770,215 in 2009 and 1,984,127 in 2015. At grade 1 in 2009 the figure for males was 253,401 and for females it was 254,863. In 2014, grade 1 enrolment was 269,750 for males and 275,199 for females. Rural provinces like Central and Eastern province did overall show higher enrolments of boys from the onset¹⁴.

The quality of education received is a concern. Various assessment efforts including the Primary Reading Programme's (PRP) 'break through to literacy' (BTL), early grade reading assessments (EGRA), the Grade Five National Assessment and successive public examinations conducted over the past decade show that children are drifting through the school system with very low mastery of desired learning competencies. Reading assessments for early grades show consistently that over 80 per cent of children are unable to read and write at the end of their first year of learning. As class sizes have grown exponentially and the attention to monitoring teaching and learning has weakened, children move on to the upper grades with minimal learning. In the absence of corrective action, most children, especially girls in rural areas, eventually lose interest in learning and start to drop out rapidly by the fifth grade. A poor educational experience is unable to protect children from the vagaries of social norms that assign roles and responsibilities that disadvantage both boys and girls. The boys are expected to quickly give up their childhood and become 'men' while girls are exploited sexually and economically. In rural areas, boys are faced with pressures to take on wives and become bread winners while girls are pushed into marriage

¹² Education for All 2015 National Review, Zambia - UNESCO

¹³ Global Initiative on Out-Of-School Children Zambia November 2014

¹⁴ Educational Statistical Bulletin 2014, Republic of Zambia - Ministry of General Education

for financial gain¹⁵. Zambia has one of the highest child marriage prevalence rates globally, with 31.4% of girls aged 20-24 married by age 18¹⁶

Zambia continues to experience the challenge of pregnancies among school girls. Education authority's data shows on average over 15,000 reported pregnancies annually in the past five years. More than 80 per cent of these pregnancies occur in rural areas where children are subjected to unsafe learning environments. Girls that have to temporarily relocate to makeshift boarding houses, because of long distances to school, fall prey to sexual predators because of poverty, lack of personal security, and the allure of 'looking nice'. In some communities, copycat behaviour, because it is trendy among peers to have babies, leads to an escalation in pregnancies. Some of these girls will die from child birth complications (Zambia has one of the highest maternal mortality rates in Africa that is closely linked to the school-age group), unsafe abortions, and are at great risk of contracting sexually transmitted diseases particularly HIV. Their children's survival is also at great risk and most grow up to continue the cycle of poverty¹⁷.

The total adult literacy in 2012 stood at 61.4percent while for youth (15-24) the figures stood at 70.3percent and 58.5percent respectively for males and females¹⁸.

Limited access to education especially at tertiary level is one of the major factors responsible for low economic opportunities in the rural areas of Zambia. This further explains the high incidence of poverty and low levels of human development in the rural communities. Education, like health, has been ranked as one of the key determinants of how growth translates into productive wealth and poverty reduction. It is also a key pathway through which an economy develops its system's capacity to borrow or transfer foreign technology. In Zambia, low productivity and value-addition in manufacturing stem primarily from low levels of educational attainment and industry-relevant skills¹⁹.

Health

Zambia has a high disease burden which is compounded by the high prevalence of HIV and high poverty levels. The latest Zambia Demographic Health Survey (DHS) estimates of mortality show that the level of adult mortality is higher among men than among women (8.8 deaths and 8.0 deaths per 1,000 population, respectively); Twenty-nine percent of women and 33 percent of men are likely to die between exact ages 15 and 50. Maternal deaths account for 10 percent of all deaths among women age 15-49. The country registered a decline in maternal mortality from 591 deaths per 100,000 live births in 2007 to 398 deaths per 100,000 live births in 2013-14. This ratio is significantly lower from the Maternal Mortality Rate (MMR) reported in the previous ZDHS surveys (including the 2007 ZDHS), indicating that maternal mortality has decreased in the last nearly two decades as well as in the last seven years²⁰. However these figures remain high.

¹⁵ Education for All 2015 National Review, Zambia - UNESCO

¹⁶ UNFPA Zambia Annual Report 2015

¹⁷ Ibid

¹⁸ https://www.unicef.org/infobycountry/zambia_statistics.html

¹⁹ Zambia Human Development Report 2016

²⁰ Demographic Health Survey 2013-14

Under-5 mortality reduced from 119 in 2007 to 75 per 1,000 live births in 2013-14, while infant mortality declined from 93 to 45 deaths per 1,000 live births during the same period. Regarding neonatal mortality, a decline of 44 percent was registered during the same period. Achievements were also made in reducing morbidity and mortality from HIV and AIDS through the free provision of anti-retroviral drugs in public health facilities. However, the national HIV prevalence rate only declined marginally from 14.3 percent in 2007 to 13.3 percent in 2013-14²¹.

According to the DHS, the level of malnutrition hardly changed, with stunting, wasting and underweight registering 40 percent, 5 percent and 25 percent in 1992, compared to 40 percent, 6 percent and 15 percent, respectively, in 2013-14. In particular, stunting has a bearing on cognitive development, physical work capacity and health status in adulthood²².

The total fertility rate for three years prior to the 2013-2014 DHS is 5.3 births per woman, with rural women having about three children more than urban women. Fertility has decreased from 6.5 births per woman in 1992 to 5.3 births per woman in 2013-14, a more than one-child decline in about two decades. More than half of births (53 percent) occur within three years of a previous birth, with 16 percent occurring within 2 years after another birth. Childbearing begins early in Zambia, with more than one-third of women giving birth by age 18 and more than half giving birth by age 20. Twenty-nine percent of adolescent women age 15-19 are already mothers or pregnant with their first child²³.

The importance placed on family planning in national policies, strategies, and plans in recent years has increased access to family planning services. The National Family Planning Programme has continued to expand and sustain quality family planning services throughout the health service delivery system, including first and second level hospitals, health centres, health posts, and mobile health services. Family planning services can be accessed in all health facilities at the district level. Community Based Distributors (CBDs) play an important role in providing information and distributing condoms and supplies of pills. In addition, the private sector and non-governmental organisations (NGOs) have been encouraged to play a more effective role in the National Family Planning Programme²⁴.

The DHS found the following key results in relation to contraception; Knowledge of contraception is nearly universal in Zambia. One in two currently married women uses a method of contraception, with most women using a modern method (45 percent). The three most popular modern methods used by married women are injectables (19 percent), pill (12 percent), and implants (6 percent). Use of modern methods has increased three-fold over nearly two decades, from 15 percent in 1992 to 49 percent in 2013-14. The government sector remains the major provider of contraceptive methods, serving more than four in five users (82 percent). Seven percent of contraceptive users discontinued using a method within 12 months of starting its use because of side effects, health concerns, or both. Twenty-one percent of currently married women have an unmet need for family planning services, with 14 percent having an unmet need for spacing births and 7 percent having an unmet need for limiting them.

²¹ Ibid

²² Ibid

²³ Ibid

²⁴ Ibid

In terms of antenatal care (ANC) the DHS found the following: More than 9 in 10 (96 percent) mothers received antenatal care from a skilled provider. The median duration of pregnancy at the first antenatal visit is 4.8 months. Eighty-two percent of mothers with a birth in the five years preceding the survey were protected against neonatal tetanus. Two in three (64 percent) births in the five years preceding the survey were assisted by a skilled provider. In the two years before the survey, 63 percent of women received postnatal care for their last birth in the first two days after delivery. Thirty-six percent of women have heard of problems associated with fistula.

Various studies in Zambia have indicated that domestic violence as a reason for poor health, insecurity, and inadequate social mobilisation among women. The DHS found the following: Forty-three percent of women age 15-49 have experienced physical violence at least once since age 15, and 37 percent experienced physical violence within the 12 months prior to the survey. Overall, 47 percent of ever-married women age 15-49 report ever having experienced physical, sexual, and/or emotional violence from their current or most recent husband or partner, and 31 percent report having experienced such violence in the past 12 months. Among ever-married women who had experienced spousal physical violence in the past 12 months, 43 percent reported experiencing physical injuries. Ten percent of women reported experiencing violence during pregnancy. Nine percent of Zambian women who have experienced violence have never sought help and never told anyone about the violence. There is a strong correlation between Gender Based Violence (GBV) and Sexual Reproductive Health (SRH).

Other social issues

Zambia culture is a rich amalgamation of traditions, norms and values which give guidance to the way people live their lives. Within the culture are many positives such care and respect of the aged etc. But they are signs of growing disregard of positive culture and indigenous knowledge in everyday lives. This has been largely due to the negative perception by Zambians of their culture as backward and primitive²⁵. Yet indigenous knowledge is the dynamic information base of a society, facilitating communication and decision-making. It is the cornerstone of many modern-day innovations in science and technology²⁶.

Like many other cultures, Zambian culture tends to be patriarchal and as such in overall terms women face far more disadvantage than men in all facets of life.

In terms of moral decay, Zambia for example, is ranked as one of the countries with high alcohol consumption and abuse. Despite having legislation on the sale and consumption of alcohol, there are challenges in enforcing this legislation. Even very young people have easy access to alcohol. The effects of alcohol abuse result in low productivity, GBV and breakdown of family units.

²⁵ 7NDP

²⁶ INDIGENOUS KNOWLEDGE OF NAMIBIA - EDITED BY KAZHILA C. CHINSEMBU

High corruption levels are a concern. Corruption and other related crimes, such as bribery, money laundering and drug trafficking, deprive Zambia of her resources and the much needed development.

Lack of adherence to set rules and standards in both public and private sectors is a major challenge. There are set rules on how individuals are expected to conduct themselves and how to conduct business. Lack of observation of these rules has led to unprofessionalism, impropriety, abuse of individuals and their human rights etc.

4.4. Legal Context

The policy and legal environment for dealing with issues pertaining to gender and other areas of focus of WfC has been active during the period of the strategic plan. Some of the key policy and legal instruments that have been adopted or enacted include the following; Amendment of the Republican Constitution (2016); the Gender Equity and Equality Act (2015), the Mines and Mineral Act, the Forestry Act of 2015, the National Gender Policy (2014), the Youth Policy (2015). Before 2013 a number of key laws were passed including the Land Act of 1995, the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) Act of 1998, the Anti-GBV Act of 2010 and the Education Act of 2011.

The Republican Constitution, Gender Equity and Equality Act and the National Gender Policy on the whole provide sufficient protection against gender discrimination. However the major problem in terms of the policy and legal environment is lack of implementation and enforcement. Some of the laws such as the Lands Act are not only out-dated but have from inception been criticised for its lack of adequate protection of tenure of customary land.

Beyond the national laws and policies, Zambia is signatory to international instruments for the protection of women's rights including the Southern Africa Development Community (SADC) Gender Protocol, The African Union (AU) Charter on Human and Peoples' Rights on the Rights of Women in Africa and the United Nations Convention on the Elimination of all forms of Discrimination against Women (CEDAW) to mention a few.

4.5. Environmental Context

Zambia is richly endowed in renewable and natural resources which can be productively harnessed. These include overall good climate and soils, mineral (both base metals and gemstones) and forests. Being one of the most water rich countries in Africa fisheries also have high potential. Lack of prudent and sustainable use of the natural resources (forests, land, water, minerals), has been a constraint to the socio-economic transformation of the country and will deprive future generations of their natural resource inheritance.

Forest goods and services are extremely important for rural livelihoods. The forest resources include honey and wax, foods (mushrooms, fruits, leafy vegetables, tubers and insects), medicinal plants; roots, shoots, leaves and bark of many plants, as well as animal products, are used for healing and protective purposes. Plant-derived medicines are used in self-treatment of common ailments, such as coughs, headaches and stomach problems. These

resources are important engines for growth and poverty reduction in Zambia and could possibly provide the basis for sustainable development and improved rural livelihoods²⁷.

Biodiversity is Africa's richest asset and Zambia is not an exception. The knowledge that African people possess is now used by scientists in the advanced nations turning Africa's plants, and herbal knowledge into medicine. Africa is losing billions of dollars from its stolen biodiversity. Corporations from the advanced nations; companies and individuals steal Africa's indigenous knowledge of local resources, without giving it a thought²⁸.

Medicinal plants are under threat from external collectors who come sometimes disguised through legitimate ways. Bio-piracy denies the country as well as local communities fair benefits resulting from the commercialization of their resources²⁹. "The world market for medicinal plants is estimated at US\$83 billion per year, but Africa is not profiting from this global Trade".³⁰

Given the gender division of labour, women and men often have different knowledge of forest resources; their uses, growing conditions, characteristics and different species and will therefore impacted upon differently by bio-piracy³¹.

The country is one of the most forested in Africa with over 60percent covered by woodland. But this status is fast eroding. Zambia has a high rate of deforestation estimated at 250,000 to 300, 000 hectares per year. This makes the country one of the top 20 green-house gas emitting countries in the world because of deforestation and degradation. Given their responsibility for meeting household food and fuel needs, the depletion of forests and consequently forest resources increases burdens on women. Wood and charcoal are the primary sources of energy. As the population in cities that lack reliable access to electricity grows, so the demand for charcoal grows. In rural areas, farmers who have difficulties to make ends meet from farming resort to charcoal production.³²

Zambia has a dual system of land tenure; statutory and customary. Statutory land is administered in conformity with written laws, by government officials. Security of tenure under statutory law is guaranteed through award of a title deed. But the process of acquiring title is long, tedious and expensive.

Customary land is administered by traditional authorities based largely on unwritten laws and localised customary laws. Customary law is more easily accessed by poor people but there are challenges with it such as it is often not well documented. The Lands Act provides mechanisms for conversion of customary land to statutory land but not vice-versa. There is growing loss of security of tenure of customary land due to demand for large scale agriculture and mining. Increasing interest in attaining land by both local and foreign investors is

²⁷ Contribution of dry forests to rural livelihoods and the national economy in Zambia by Charles B.L. Jumbe1, Samuel Mulenga Bwalya and Madeleen Husselman

²⁸ Africa's Stolen Biodiversity – Patenting Life - By Hannilie Zulu on December 1, 2005 in Economy

²⁹ Bio-piracy on Zambian Medicinal Plants – Paper presented at the First Access and Benefit Sharing Workshop for Africa, November 2006

³⁰ Indigenous Natural Medicines for Diabetes, Obesity, and High Cholesterol – Kazhila Chinsembu

³¹ <https://www.oecd.org/dac/gender-development>

³² <https://www.usaid.gov/news-information/frontlines/powertrade-africa/charpreneurs-cut-down-deforestation-zambia>

leading to land scarcity and increased instances of displacements from traditionally acquired land without informed consent and meaningful compensation.³³

Government through the recently launched Seventh National Development Plan (7NDP) *de facto* has abolished customary land tenure. It states that government amongst others will review the Land Policy (it has been in draft since 2006), institute a nation-wide land audit and digital mapping and a country-wide titling project of all land. In addition, the Government will strengthen the capacity of local authorities in land administration and management.

Gender inequalities in accessing land are prevalent. Societal norms and customary practices restrict women's ability to control or own land. And if they do that land is generally of lesser quality and size than men's.³⁴

In terms of policy provisions, the revised 2014 National Gender Policy (NGP) provides for 50% of all land available (state or customary) to be allocated to women and the remaining 50% to be competed for by both men and women. Its predecessor of 2000 provided for 30% allocation to women³⁵.

The adverse effects of climate change are being felt in Zambia. The country has experienced a number of climatic dangers over several decades. The most serious have been drought, seasonal and flush floods, extreme temperatures and dry spells. Droughts and floods have increased in frequency, intensity and magnitude over the last two decades and have negatively impacted food and water security, water quality, provision energy (electricity) and the sustainable livelihoods of rural communities³⁶.

Climate changes affects more adversely those sections of the population that are most reliant on natural resources for their livelihoods and those with least capacity to respond to natural hazards such as droughts and floods. Women and people with disabilities on the whole face greater risks and burdens from the impacts of climate change. This is compounded by poverty.

5. FINDINGS OF THE ACTION RESEARCH

This chapter reviews the progress during implementation of the strategic plan focusing on the achievements, challenges and gaps in project implementation. This chapter will also assess efficiency, effectiveness, learning, relevance, impact and sustainability. A further analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the organisation as well as an assessment of the specific objectives of the strategic plan is done.

5.1. Learning

³³ Report on Zambia's Legal Framework on Land Acquisition and Security of Tenure – Law Association of Zambia – National Legal Aid Clinic for Women – December 2016

³⁴ <http://www.zla.org.zm/forums/topic/how-can-womens-land-rights-be-secured>

³⁵ / National Gender Policy - Ministry Of Gender and Child Development – Republic of Zambia, September 2014

³⁶ <http://www.adaptation-undp.org/projects/zambia-national-adaptation-programme-action-napa>

This section examines whether and to what extent WfC has demonstrated itself to be a learning organisation. A learning organisation is defined as one that facilitates knowledge building of its members and continuously transforms itself. It is an organisation that acquires knowledge and innovates fast enough to survive and thrive in a rapidly changing environment³⁷.

Learning organisations do the following:

- Create a culture that encourages and supports continuous learning, critical thinking and risk taking with new ideas
- Allow genuine mistakes and values employee contributions
- Learn from experience and experiment
- Disseminate new knowledge throughout the organisation for incorporation into day to day activities
- Deliberately seeks evidence on what it is achieving such as through independent evaluation;
- Uses results information to challenge and support what it is doing,
- Values candour, challenge and genuine dialogue.
- Engages in evidence-based learning
- Makes time to learn in a structure fashion;
- Learns from mistakes and weak performance;
- Encourages knowledge sharing.
- Encourages experimentation and change; and
- Seeks out new ways of doing business

WfC is a learning organisation. This evidenced by the following but not limited to them:

- ✓ Its operations are guided by the Strategic Plan (SP). Annual plans are developed each year from the SP
- ✓ It has in place a monitoring, evaluation and learning system
- ✓ It collaborates with different organisations through participating in networks and joint implementation of projects with other organisations
- ✓ WfC undertakes evaluations of its programmes such as but not limited to this Participatory Action Research
- ✓ Undertaking annual reviews or mid-term review
- ✓ Gives room for other organisations to learn from it and vice versa
- ✓ WfC responds to the changing environment e.g. it has managed the transition from core funding to project based funding by donors quiet well.
- ✓ Hosting interns ensures continuous feed in of new ideas
- ✓ Engages in self-reflection and self-examination

WfC identifies as a gender focused organisation. In addition learning for WfC therefore entails the extent to which it incorporates gender equality and women's rights at the local/community level as well as the extent to which its organisational structures, policies, procedures and programming are democratic and gender just.

³⁷ www.businessdictionary.com/definition/learning-organization.html

The research found that WfC strongly encompasses gender equality and women’s rights in its programmes / projects and its internal systems, policies and procedures. However they are areas for improvement on the programme side as illustrated in the chapters that follow.

5.2. Efficiency

This is measured in terms of planning procedures, availability of action plans, institutional linkages/networking mechanisms, staff capacity/skill levels, timely service delivery, monitoring and evaluation system/tools and use of resources.

An assessment of these components is presented below:

Measurement	Comment
Planning procedures	WfC has a strategic plan which provides the overall strategic direction and guidance to planning. The Strategic plan has a vision, mission and objective which incorporate gender
Availability of action plans	Annual action plans combined with the annual budget are developed each year.
Staff capacity/skill levels	Overall staff skills and capacities are very good. But shortage of staff in some key sections i.e. finance, animators, programmes, communications and advocacy is putting a lot of pressure on available staff
Timely service delivery	On the whole delivery is timely however on a day to basis time management needs improvement. Consistently during the process of this action research it was difficult to get WfC staff to be on time when undertaking the field trips
Monitoring and evaluation system/tools	WfC has good systems in place. However the limitation is that systems in place do not comprehensively deal with baseline and indicators for the strategic plan and are project specific.
Use of resources	WfC endeavours to be prudent in its use of resources. Several policies and procedures manuals are in place including for human resource management, employee performance management system, and procurement, financial and administrative management. A number of these are currently under review. However attention needs to be given to weak adherence to policies a case in point being use of vehicles where the requirement to maintain log books was not being complied with

5.3. Effectiveness

This is an assessment of performance during the project’s duration, identifying the effects/influence of the programme with the purpose of indicating with certainty whether or not specific programme interventions are producing the intended effects/results. Assessment of effectiveness of an organisation is facilitated by the existence of a logical framework.

For each objective of the strategic plan indicators for measuring progress towards achievement of specific objectives were developed. But the indicators developed were not always appropriate to the objective and needed refining. Moreover there was no baseline data collected for these indicators at inception of the strategic plan. The baseline data that is

available is partial covering only some districts and directly related to specific projects being undertaken. Further collection of data and reporting by WfC has not adhered to these indicators thereby further impeding the ability to systematically measure progress against these indicators. Moreover, the log frame for the strategic plan did not set targets for the mid-term or end term. This however does not deter from the evident good work that WfC has done. Across the board, stakeholders in government, CSOs, Cooperating Partners (CPs) are appreciative of the work being done particularly its ability to reach the grassroots in a way unique to WfC. The staff of WfC are well respected professionals and much sought after by other organisations for their input.

The proof of work of WfC is evident at the community level. In the quantitative research respondents were asked if they had ever benefited in any way from a WfC supported activity, most of them (74percent) said yes with only 26percent saying no. Asked if they had knowledge of any person in the community who had benefited from WfC supported activities, 82percent said yes and only 18percent said no.

The above was confirmed during FGDs, WfC as organisation and the nature of its work is very well-known at community level even by those who are not group members. The most appreciated intervention of WfC was education used in the broader sense of the word to mean enlightening or the act or process of imparting or acquiring knowledge, developing the powers of analysis and generally preparing oneself with life skills.

The following section presents findings for each strategic objective. For each objective the relevant quantitative and qualitative findings are presented.

STRATEGIC OBJECTIVE 1: Women and Girls in WfC Operational areas have increased Access and Control over Productive Resources, especially land by the end of 2017

Key Quantitative Findings

- Overall, 92percent respondents said they were aware of women's right to own land, 95percent male and 90percent female respondents.
- Overall, both male and female respondents (80percent) said that, indeed men in their communities could allow a woman to own land in their own name and 86percent of men themselves said yes and 77percent women did the same.
- Asked if they knew the procedures to follow when acquiring land, 84.1percent said yes and only 15.9percent said no.
- Asked if they thought in their community a married woman could be given traditional land in her own name, most of them (59.1percent) said yes, 28.4percent said no while 12.5percent said they did not know.
- Respondents were asked if in they thought in their community a woman who was not married could be given traditional land in her own name. Most of them (58.7percent) said yes while 27.3percent said no.

Access and control of land

WfC has done a commendable job of sensitising women, men and traditional leaders on the importance of women accessing, owning or having control over land. Knowledge levels on this matter are high.

Married women being given access by their husbands a portion of land to cultivate crops of their own choice is a widely and accepted practice. In part this is because it is not an entirely new practice but one which has been an existing tradition which WfC reinforced when it seemed in some instances to be waning off.

Case of John Chirwa – Chimaliro Youth Group, Lundazi

“My wife has within our farm land a piece of land where she grows her own crops usually beans and groundnuts. With respect to these crops, she can do as she wishes with them. We also work together on the rest of the farm. After harvests we sit and jointly agree what to do with the crop and develop budget together for the income realized. WfC has taught people (women and men) how to live together through gender awareness emphasizing the importance of working together. This has brought harmony in our family”

Single women largely depend on family (fathers or brothers) to get access to land but in some cases are also getting land from traditional leaders.

There was evidence that more women were being allowed to stay on and cultivate traditional land with their children when their husbands died leading to a reduction in property grabbing from widows and orphans. This was confirmed by interviews held with the police’s Victim Support Unit (VSU).

“We have learnt a lot from WfC on women’s right to land such as widows should not be chased away after loss of their husbands. Traditional leaders have told village headpersons to ensure this does not happen. We are seeing reduction in property grabbing cases.” Ened Shilamonga – Nangoma, Mumbwa

Traditional leaders are more willing to allocate land to women but this is conditional in many instances on marital status. Women’s access and control to land is still heavily influenced by their marital status. This was confirmed by traditional leaders who pointed out that they would not allocate land independently (without the consent of the husband) to a married woman as this could cause marital problems but they would allocate a married man without following the same requirement.

Headpersons in Chamulimba, Chongwe

“Married women need to discuss and get permission from their spouses before we can give them. We fear causing marital problems in case permission was not granted”.

In rural Zambia, land is allocated to a family by traditional leaders. For the most part that land remains in family hands and is passed on for generation to generation through the male line. Control of land is therefore essentially in male hands.

In the case of widows, it was pointed out during the FGDs that in the event that they remarried outside the husband’s family they would have to leave. This was the case even in the more peri-urban Chongwe where many of the community members interviewed were not indigenous to the area but settlers who had been given land by the traditional leaders and therefore not necessarily tied into the prevailing traditional patriarchal control of land.

In the quantitative research, both male and female respondents (80percent) said that men in their communities could allow a woman to own land in their own name and 86percent of men themselves said yes and 77percent women did the same. However, this sentiment is not translating into practice for married women.

It is therefore the case that WfC has contributed to helping women have better access to traditional land but control remains largely in the hands of men.

With respect to access to statutory acquisition of land by women, the research found that the allocation to women remains well below compliance with that provision or where it is complied with very few women subsequently manage to develop the allocated land. At Lundazi district council in the latest allocation of land which was in 2014, 30percent was allocated to women but at time of interview only 1 woman had developed their land. The rest had changed the land ownership into their husband's names or sold the land. This situation was in fact worse in Chongwe and Mumbwa as the last allocations of land were below the required 30percent. In the case of the latter districts in fact the women who apply for land tended to be from Lusaka because of proximity and also the relatively wealthier professional and business women in Lusaka. But even before the issue of developing land comes into play an estimated K15, 000.00 was given as the total cost of acquiring land from the council. This is too expensive for most women to afford. These council related costs do not include cost of acquiring title from the Ministry of lands after successful allocation by the council.³⁸

Access and Control over Productive Resources

In terms of access and control over productive resources, WfC has contributed significantly to increasing women's access to entrepreneurship, information, expertise and management. This is evidenced by the number of training sessions given and the number of women engaged in various businesses including seed-growing, animal husbandry, beekeeping, carpentry etc.

Decision making over productive resources is a good indicator of control.

In the quantitative survey, some items were identified and **women** were asked to state who usually made decisions about them. The main items identified were: household income use, land use, farm produce, and making purchases for daily household needs. The findings are as contained in table below, showing that on average for the majority decisions were made jointly (42percent), by respondents themselves (37percent), by spouse/partner (11percent), and by someone else (10percent).

Decision making at household level by female respondents only

	respondent	spouse/partner	jointly	someone else	Total
Who usually decides how the household income will be used?	94	29	118	23	264
Who usually decides about the land?	93	39	108	24	264
Who usually makes decisions about the farm produce?	89	25	122	28	264

³⁸ Information attained from interviews with district council employees in Chongwe, Mumbwa and Lundazi

Who makes decisions about making purchases for daily household needs?	113	24	97	30	264
Average	97 (37%)	29 (11%)	111 (42%)	26 (10%)	264 (100%)

Promoting women’s participation in decision-making at household level for better nutrition

WfC in partnership with several organisations in Eastern Province has been implementing the MAWA project. The project seeks to enhance women’s participation in decision-making at household (HH) level over productive resources and encourages men to participate in household chores in order to reduce the workload for women. The objective of enhancing decision making at household level for women over productive resources is to help curb malnutrition which arises from poor decision at family level.

Taking into consideration that women in Zambia face limited control over productive resources and yet are main care-givers of families and work to maintain healthy families, WfC through the Mawa project continued with its efforts to address gender inequities by adopting a household and communities approach to increase women and men’s participation in household decision making while increasing women’s access to and control over household resources.

Amongst others the conducting community dialogues and household engagements were major activities undertaken to break the vicious cycle of gender inequality in the households. The community dialogues focused on addressing negative social norms, beliefs and practices in response to the observed social and cultural norms that impede on joint HH decision making and sharing of HH chores. This has contributed to appreciation and increased participation by men in reproductive household chores and child care.

The research findings show that a lot of women have decision making powers at household level. This can be attributed to WfC interventions on promoting gender equality. Over and over during FGDs, it was confirmed that WfC’s approach to gender was contributing a lot to joint decision making in homes including budgeting, sales etc.

“WfC has taught us that women have equal rights, to own things but at the same time they have taught us to work together with our spouses and children. We are learning to assert our rights in a harmonious manner. So I have some animals which I own, my husband has his and our children have their own. Each of us is free to sell what they own. But we also jointly work together in cultivating the land. The proceeds from the crops are collectively agreed upon in terms of use” Anna Zulu – Chapewa Group, Chamulimba, Rufunsa.

The question of women leadership is an important one for WfC. The reserving of certain positions for women in WfC structures is important to ensure women’s leadership and for growing a corps of women leadership beyond WfC structures. WfC has invested considerably in women’s leadership including training and the results are there to see; the women leaders nurtured by WfC met during the course of the research are impressive. They are confident,

knowledgeable and well respected in their communities and are actively participating in decision making in other structures and organisations set up by government and other NGOs.

Edith Chiabi, born in 1964, is an inspirational woman. Edith has come through WfC capacity building training that enabled her to put herself forward for leadership roles available at the local level of WfC Area Association in the Mumbwa district. With the support of WfC, her husband and six children she has stood up for women's issues in her area. In 2011 Edith was successful in being elected as a Councillor – a position she held until 2016. Having been elected to the position of Chairperson of her Area Association at local and district level, she speaks positively of the impact WfC has made, not only in her personal life, but also on that of the wider community. “I was elected as a Councillor by my community because I spoke up for the rights of both women, men and the youth of my rural community and it is the leadership training provided by WfC that gave me the confidence to put myself forward’.

However, Edith faced many challenges as she found she was one of only a very few women in her district council. “The men would only approve those projects that were financially lucrative to them even if they did not address salient needs of the community and only put the lesser projects forward for women to manage”. To make matters worse, Edith was precluded from standing as a Member of Parliament for her area – despite having the support of the community – for the 2016 general elections because she did not meet the required educational standard of Grade Twelve. The amended Zambian Constitution states that a person qualifies to be elected as a councillor or Member of Parliament if that person is not less than nineteen years of age and has obtained a *minimum academic qualification of a Grade Twelve certificate or its equivalent.*

This, however, has not deterred Edith from seeking to serve in public office. This academic year she has sat exams to enable have the required full grade 12 certificate.

In terms of the developing of these women's leaders for elective political office, the results for this were mixed. WfC intervened in a joint project “Increasing and Enhancing the Participation of Women Candidates in the 2016 Local Government and Parliamentary Elections” with the Zambia National Women's Lobby (ZNWL) during the 2016 general elections. The project was implemented to contribute to the increased participation and representation of women into electable positions at local government and parliamentary level through capacity building and lobbying. Retention of women Members of Parliament (MPs) is an important aspect of this project. This project was implemented in four provinces namely; Western, Southern, Northern and Eastern.

In the 3 districts surveyed, Lundazi performed relatively well in terms of women elected into the positions in parliament, councils and executive whereas Chongwe and Mumbwa did not do as well. The obstacles to women's participation in political decision making as detailed in the country context are many, complex and very entrenched. Overall progress towards women in politics in Zambia is very slow. This is not a reason to give up pursuing this but to reflect on strategies and tactics. It is the case across Africa that those countries that are performing well in terms of political representation of women have done so through

constitutionally provided quotas. It is the case therefore that focus should be on advocacy for this to happen. Other efforts will work in the same slow manner they have done in the past.

Community Based Natural Resource Management

Using their well-established participatory methods, WfC mobilised village groups to participate in the management of their natural resources. Groups then formed Community Based Natural Resource Management Boards (CBRNM) to coordinate forest management activities. This led to community members themselves recognising the importance of conserving forests and devising ways of forest conservation. Traditional leaders set aside land to be treated as protected community forests in which activities would be controlled to prevent deforestation. In the forests set aside, CBRNMs spearheaded the planting of seedlings in portions that had been deforested. Community members were trained as lead beekeepers. They in turn trained others in beekeeping. CBRNMs, through community groups, were then given beehives to start a beekeeping project. The initiative was introduced to serve two purposes. Firstly, to divert community's attention from using forests as sources of livelihood in terms of charcoal burning. Secondly, it served as an incentive for communities to safeguard the protected community forests knowing that activities such as burning forests were not compatible with beekeeping. The CBRNMs have played a critical role in sensitizing the community on the importance of forest conservation. They have also been very instrumental in the promotion of sustainable and environmentally friendly ideas and practices in the various villages.

Specific Objectives	Progress
Women are empowered economically and socially to claim their rights and access income generating opportunities	Women are being empowered economically and socially through various training related to entrepreneurship, business ownership and gender awareness and human rights training.
Customs, traditions and beliefs that inhibit women's enjoyment of their rights are abolished	In some areas traditional leaders have banned child marriages
Statutory/customary laws relating to land and resources implemented/reformed	*Statutory requirements for land allocation are not being met * Customary land tenure security is at increased risk due to commercialisation of traditional land
Men and boys support women and girls' access to and ownership of land and other productive resources	*There is evidence of support for women's and girls' access to land but control is limited by marital status. *There is improved access and control to productive resources

OBJECTIVE 2: Increased access to education and vocational skills for children and the youth in WfC operational areas by the end of 2017

Key Quantitative Findings

- Overall, 66.7percent said, indeed, they thought their household members had easy access to education. Only a paltry 15.5percent said no while .04percent had no idea.
- Asked to say how they felt about ease of access to education by other of the children in the community, 72percent respondents said yes, while 24.3percent said no while a paltry 3.7percent said they did not know.
- Most respondents (52.9percent) said that their household members did not find it easy to access vocational skills training. Only 40.6percent said yes.
- Respondents were asked to indicate if youths in their communities had easy access to vocational skills training. (49percent) of respondents said that youths did not have easy access to vocational skills training, compared to 43.4percent who said yes.
- Asked to state if they thought those who finished school in their communities easily went to tertiary institutions for vocational skills training, majority respondents (47.7percent) said not at all, followed by those who said yes (34.8percent) and those who said they did not know (17.4percent).
- Respondents were asked to state which child needed to be supported more to continue with their education in situations where the household had limited financial resources and as the table below shows, the majority said both boys and girls (48.8percent), followed by those who said the girl child (31.4percent), and those favouring the boy child at 19.8percent.
- Asked to state which child was actually supported more to be in school, still majority said both boys and girls (47.5percent), while almost the same number of respondents said it was girls (26.9percent) or boys (25.6).

WfC has undertaken a number of interventions to promote increased access to education and vocational skills training for children and youth. These have included commencement of Early Childhood Care Education and Development (ECCED) centres in some operational areas. Staff, community mentors and youths were trained in ECCED methods and techniques.

Other activities included support towards orphans and vulnerable children (OVC). They were supported with school requirements which has seen many children and youth who would have otherwise dropped out of school proceed in some cases through to tertiary level.

Stories of Success – Lundazi

Agnes Banda – An orphan supported by WfC with her educational needs. She has completed her secondary school and is now researching to be a teacher at Chalimbana University in Chongwe

Michael Nyirenda – Also an orphan and supported by WfC with his education from Grade 8-12. He is researching agriculture at Ukwimi in Petauke

Traditional leaders have been engaged in the effort to stop early marriages and their responses have been positive. Working in collaboration with Plan International, WfC hosted conference to end early marriages for traditional leaders from Malawi, Mozambique, Zambia and Zimbabwe in 2015. At the end of the conference they resolved in summary that:

“We, the Paramount Chiefs, Senior Chiefs and Senior Chieftainesses, Chiefs and Chieftainesses representing our chiefdoms from Malawi, Mozambique, Zambia and Zimbabwe, gathered at Cresta Golf View Hotel, Lusaka, Zambia do hereby this day of **Friday 13 March 2015**, make this declaration which is an embodiment of our commitment to ending child marriages in the four (4) countries here represented”.

Several traditional leaders have banned child marriages in their areas. Parents and guardians have been educated on the importance of girl child education.

Training has been conducted for youth in carpentry, brick-laying, gardening, beekeeping, welding etc.

The quantitative research showed strong support for educating both girls and boys. During the FGDs many parents in fact pointed to preference to educating girls stating out that when educated and earning income girls tended to be more supportive than boys of their biological families. However, national, provincial and school data collected during the research showed a mixed picture.

National level figures show that in 2009, total number of males enrolled in primary and secondary schools was 1,846,945. The number grew to 2,035,339 in 2014. For females the numbers were 1,770,215 in 2009 and 1,984,127 in 2015. At grade 1 in 2009 the figure for males was 253,401 and for females it was 254,863. In 2014, grade 1 enrolment was 269,750 for males and 275,199 for females. Rural provinces like Central and Eastern province did overall show higher enrolments of boys from the onset³⁹.

Mumbwa District Education Board Secretary (DEBs) Statistical Report for 2015

School Enrolments – Grade 1 - 9

Grade	Pre-school		G 1		G2		G3		G4	
Sex	Boy (B)	Girl (G)	B	G	B	G	B	G	B	G
1st bi-annual	-	-	5,101	4,200	5,001	5,011	5,003	4,999	4,998	4,877

G5		G6		G7		G8		G9	
B	G	B	G	B	G	B	G	B	G
4,877	4,875	4, 855	4,848	4,855	4,848	1,797	1, 769	1,928	1,787

In schools surveyed in WfC operational areas, the picture of enrolment was a mixed one (see tables below).

Mwachilele Basic School, Rufunsa – Enrolment data 1st Term 2017

³⁹ Educational Statistical Bulletin 2014, Republic of Zambia - Ministry of General Education

Grade	Boys	Girls
Reception	26	21
1	53	38
2	38	36
3	50	41
4	43	37
5	26	30
6	26	28
7	26	20
8	14	15
9	15	14
Total	317	280

Chibila Basic School – Mumbwa

Grade	Boys	Girls
Reception	35	37
1	43	51
2	49	39
3	42	50
4	45	35
5	42	54
6	28	30
7	34	39
8	32	19
9	58	53
Total	408	409

However the above figures confirm that at higher levels especially after grade 7, the number of girls in schools compared to boys drops drastically. In interviews with education officials at school and district, they confirmed the problem of majority of girls' inability to go further with their education.

Olipa Palyata (in black cardigan) – A young mother who is headed back to school next year

While WfC has made efforts towards promoting increased access to education, it sadly remains the case that girls continue to lag behind in access to education. Several factors contribute to this but paramount amongst which are early pregnancies and early marriages. In fact the more suitable term is child pregnancies as children as young as the age of 10 are affected. Other factors contributing to higher drop-out rates for girls include the onset of menstrual periods and lack of sanitary protection and facilities in schools, long distances to schools compounded by bullying. Although the re-entry policy that allows girls to continue school after pregnancy and childbirth is in place, the rate of return to school is low.



Results show that WfC has made considerable effort to provide youth with vocational skills. In doing so, WfC also challenged gender stereotypes by training young women in non-traditional fields such as carpentry. Some of the youth who were provided with skills have carried on with self – employment using the acquired skills whilst others have moved on to doing other things unrelated to the skills they trained for.

But in interviews with youth during the research many cited the general lack of opportunities for youth as a major problem. They identified the major problems they face as related to limited education opportunities, inadequate employment and recreation.

Specific Objectives	Progress
Improved commitment to education at District and National levels, including a reduction in the teacher to pupil ratio and improved school infrastructure	* Zambia has a low teacher to pupil ratio - Primary 55.3 Secondary 36.0 (National), Eastern Province Primary School 66.1 Secondary School 32.0, Central - primary 53.4, Sec 36.0 Lusaka – primary - 44.7, Secondary – 39.0 *Infrastructure in schools visited was poor. The biggest problem was shortage of teacher’s houses
Social barriers to accessing education (including early marriages, early pregnancies, preference to educate boys compared to girls etc.) are removed	Social barriers to girls education remain in place
Increased access to vocational training opportunities	WfC has facilitated increase to vocational training opportunities

OBJECTIVE 3: Improved Quality of life for women and girls in WfC operational areas through access to Sexual Reproductive Health (SRH) services by the end of 2017

Key Quantitative findings

- ✓ When respondents were asked if they knew places where they could obtain HIV testing services, almost all of them (99.4percent) said yes
- ✓ when asked about the most accessible place for them to go to learn about or obtain services about your sexual and reproductive health, almost everyone (99.4percent) cited the health facility, with only a paltry 0.6percent mentioning community centre.
- ✓ Women were asked about their knowledge of different family planning methods and the Oral pills were the most commonly known contraceptives (89percent), followed by Injectable (76percent), Condoms (54percent), Implants (35percent), Withdrawal (23percent), Rhythm (20percent), IUD (19percent), and Sterilization (12percent).

- ✓ Asked if they had ever used anything or tried in any way to delay or avoid getting pregnant, most of them (67.3percent) said yes while 32.7percent said no.
- ✓ When asked if they were currently doing anything or using any method to delay or avoid getting pregnant, almost 70percent said no while only 30.8percent said yes.
- ✓ Asked where they obtained the current method when they started using it, Government health facilities were the commonest with Government health centres accounting for the highest clientele (64percent), followed by Government hospitals (16percent), Government health posts (16percent), Mission health facilities (3percent), and Shops/Pharmacies (1percent).
- ✓ Asked if they were told about other methods of family planning that they could use when they obtained the current method, most of them (81percent) said yes while only 19percent said they were not told
- ✓ Respondents were asked if they were told by a health or family planning worker about how to correctly use the method at the time they obtained the current method and most of them (87percent) said yes while only 13percent said no.
- ✓ Asked if they were told by anyone about the side effects or problems they might have at the time you obtained the current method, most of them (82percent) said yes while only 18percent said no.
- ✓ Asked if they were told what to do if they experienced side effects or problems at the time they obtained the current method, most of them (81percent) said yes with only 19percent saying no.
- ✓ Asked if they paid anything for it the most recent time they obtained the current method, 97percent of the respondents said they never paid anything with only 3percent stating that they paid.
- ✓ Asked if their male partners knew that their spouses were using methods of family planning, most of the respondents (96percent) said they were aware while 4percent said their spouses were in the dark about it
- ✓ Asked if they had ever received reproductive health services from community outreaches by any organization, most of them (75percent) said yes with only 25percent saying no.
- ✓ Asked if they have ever heard about SMAGs, about half of them said yes (50.1percent) while the other half (49.9percent) said no. SMAGs are very important community health groups which promote family planning general reproductive health services; therefore knowledge of their existence and activities is very critical, especially in rural districts like WfC operational areas.
- ✓ Asked if they would support the idea of giving contraceptives to school girls, majority of respondents (68.2percent) said they did not approve of the idea while 31.8percent said they supported the idea.
- ✓ Asked if they thought school girls in their community had easy access to contraceptives, most respondents (83percent) said no while only 17percent said yes.

The main interventions WfC has carried out in this regard is the formation of Safe Motherhood Action Groups (SMAGs), the training of the SMAGs and the subsequent sensitisation they have done in communities and practical support offered to expectant mothers. The SMAGs have provided a range of services. These have included support for expectant mothers to ensure they attend antenatal clinics (ANC) and deliver at health facilities, promotion of male involvement in family planning, direct support to health facility staff during under-five clinics, HI etc.

Community members and health staff both at local facilities and the district level expressed appreciation of the work being done by the SMAGs.

Members of the SMAG in Chamulimba



“The SMAGs have taught us a lot including the importance of male involvement in ANC. I am happy to attend the first few ANC sessions with my wife. At the ANC we are jointly counselled on a variety of health issues including the importance of knowing your HIV status. Many of us men are as a result getting tested as well and our knowledge on pertinent issues pertaining to pregnancy and child care has improved. It is good as a couple to know your status that way you can protect each other and your unborn child”
Kennedy Simoba – Community member – Chamulimba - Chongwe

“We are happy that male involvement is now being emphasized in family planning, ANC and postnatal care. This helps a lot. In our area distances to clinics are long and anything can happen along the way. Men get a lot of awareness during these sessions. In the past we used to face problems with getting support from the fathers for the materials needed when a baby is newly born. But this is no longer the case, during joint ANC the men are told by health care providers of these requirements. In the past when we went for ANC on our own, the men did not believe us when we told of them the requirements and we faced resistance”
Esther Mawele – Chamulimba - Chongwe

Anti-Gender Based Violence (GBV)

During the period under review, WfC implemented the community led Anti GBV project. It undertook training of community facilitators who have been providing legal and psychosocial counselling services to their communities on a voluntary basis. Further, anti-GBV One-Stop Shops were established in some of the operational areas. The community facilitators were trained to increase access to justice to GBV survivors. This action helped women to claim their rights and to seek legal justice when faced with GBV. As a result of the success of the village-led model in Petauke, WfC was asked to replicate it to the rest of the country and later on to train other NGOs in implementing it.



Story of Change – Ackim Ngulube, Mwase Lundazi

I was notorious for excessive drinking and dagga smoking, abusing my wife and neglecting my children. I would not give my wife any money, but would come home usually late at night and demand food. If there was none this would lead to fighting. One day in the process of fighting one of our children was burnt by hot porridge. I also constantly fought physically with other community members. One time I was sent to deliver cooked chicken to the chief but on the way I ate it.

After the child was burnt, my wife called on the paralegals for help. They intervened by providing counselling and mentoring for change. I realised that at the rate I was going I would end up either in prison or dead. My wife did not leave me because one of our children has epilepsy and there is stigma in our community on this matter.

I am now a changed man. I am now also providing advice and counselling to others and public testimonies on my change. My wife; Jessie Ng’oma Ngulube has become a paralegal helping other women who find themselves in similar situation to hers”.

The FGDs with community members confirmed the active work of these facilitators, and positive effect they were having on the ground. The work of WfC was much appreciated by the VSU.

“WfC trained paralegals have helped the VSU a lot. Their work in communities in resolving disputes, counselling and referring cases is very commendable”. Inspector Jerry Mwanza – VSU Lundazi

Because SRH is such a broad area with many components, it is commendable that WfC decided to narrow their focus on family planning, ANC and Gender Based Violence (GBV). However, in so doing, it can be argued with the exception of GBV that the topics for focus

could have been different. This is because of the strength of WfC on gender analysis, the country context and the results of the quantitative research suggest a different focus. The results of the quantitative work show that the majority of people interviewed were the most part getting reasonable services mostly from government facilities.

The FGDs confirmed the above finding. In-depth interviews with health staff at facility and district management levels, revealed staff that are knowledgeable and very engaged with the issue of SRH. This is not to suggest that all is well with government provision of SRH services but to point out that given all round scarce resources and the particular strengths WfC brings other focus might be more appropriate. Consider the following findings of the quantitative research:

- Asked to state whom they thought should decide whether to use a condom or not during sexual intercourse, most respondents (43percent) said both partners, followed by those who said male partners should decide (40.4percent). Only 14.4percent said the female partner should decide while 2.2percent said they did not know.
- When asked if they were currently doing anything or using any method to delay or avoid getting pregnant, almost 70percent said no while only 30.8percent said yes

The above responses suggest that it may be more suitable for WfC to focus on areas relating to gender inequalities and therefore in the realm of sexual health information, education, and counselling, to enhance personal relationships and quality of life. The right for all people especially women to a healthy, safe, consensual and enjoyable sex life is an important part of SRH; to control their bodies and have sufficient accurate information to use in making decisions and seeking healthy behaviours. A particular focus on the prevention of child pregnancies is needed.

Specific Objectives	Progress
Women have improved knowledge and awareness of SRH rights and services available	Knowledge and awareness of SRH rights and services available was high
Men and traditional leaders are supportive of women's access to SRH rights and services	There is evidence that men and traditional leaders are supportive of women's SRH rights
Community members, especially young women are participating in Safe Motherhood Action Groups (SMAGS)	Community members including young women are participating in SMAGs
Improved National and District level government support for SRH services	On the whole government is making concerted efforts at improving SRH

OBJECTIVE 4: WfC is an efficient and effective organisation by the end of 2017

This section of the findings focuses on issues of efficiency and effectiveness of WfC as an organisation.

One of WfC's major achievements is a corps of staff that are well skilled, motivated and knowledgeable in their subject areas. WfC has also maintained relative stability in terms of staff turnover. Training and capacity building of staff is on-going mostly but not exclusively

provided through the EMPOWER project. This training has been extended to other NGOs that WfC collaborates with and was a much appreciated gesture.

In interviews with key informants from networks in which WfC participates, WfC staff were highly commended for their skills and knowledge as well as for the active participation in networks and in the policy making arena. WfC staff have participated in consultative processes leading to the revision of the gender policy, enacting of the Gender Equity and Equality Act and the 7NDP.

WfC is clearly a very highly valued member of the networks it participates in and their contribution is much appreciated especially their willingness to share information, expertise etc. WfC staff are much sought after as resource persons by other organisations. WfC's participation in networks has contributed to the strengthening the networks focus on women and gender issues. The organisation is viewed as a credible partner/player by other international and national agencies that are engaged in gender matters. "As Zambia Land Alliance we are grateful for WfC's active participation. They have helped us be more focused on gender within land issues" Nsama Nsemiwe Chikolwa – Executive Director Zambia Land Alliance

The organisation is able to influence government and other stakeholders through communication, networking and knowledge sharing. But it rarely plays a strong agenda-setting role. Relations with government entities are on the whole good but there is little appreciation of the approach of WfC as it pertains to not setting up offices at district level. Furthermore coordination with government and other stakeholders was not always very strong sometimes leading to duplication of efforts. For example in Chongwe members of a Savings and Loan Group being set up by WfC were also members of another one set up by World Vision and this led to some confusion during the FGDs

In terms of funding the target income for the period 2013 to 2017 is K55, 096,783.00 According to audit reports, the figures raised thus far are well below this target. See figures below:

	2013	2014	2015
Income	3,360,309.00	5,748,326.00	6,981, 758.00
Expenditure	4,441, 342.00	5,425,742.00	5,762, 085.00
Deficit	-1,081,033.00	-322, 585.00	1, 219, 673.00

This suggests a gross overestimate on the part of WfC of expected income. However, the positive fact is that the income trends are going up and the organisation is no longer in negative deficit.

But the reality remains that in overall terms WfC is not able to raise the funds it expected to raise. The environment for fund raising has changed. Most available funding is project based. Moreover, the global trend is that there is less and less money available for development assistance. WfC will have to explore more non-traditional sources of funding, be extremely prudent with what it does have and be realistic about its projected income.

Specific Objectives	Progress
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WfC strategic plan is adequately resourced in terms of human and financial resources	Strategic plan is not sufficiently resourced in terms of human and financial resources
Staff have knowledge and skills to effectively do their work	WfC staff are highly skilled and sufficiently knowledgeable to carry out their work
Strengthened leadership, capacity and organizational sustainability in supporting women's social and economic empowerment	WfC has leadership capacity and organisational sustainability to support women's social and economic empowerment
Organisational sustainability in supporting women's social and economic empowerment	WfC has organisational sustainability to support women's social and economic empowerment

5.4. Relevance

This was measured at two levels. The first level was an assessment of the relevance of the issues being addressed or content of WfC's programming. The second looked at relevance in terms of the approaches used. The second refers to strategies and methods used.

In terms of relevance at the level of content or issues, by and large these were found to be relevant and pertinent in aiming at the overall attainment of WfC's vision. However, in dealing with land issues WfC needs to take into account the fast changing situation on the ground. Under most customary systems, traditional leaders are the custodians of land, but individuals, families and clans have private use rights that are often held for generations. A share in village land is regarded as a birth right. In many groups, some land is also held and managed as common property. Under customary law, land can be transferred to another community member, but sales to outside people and entities were historically prohibited. This restriction, however, is eroding, especially in areas with fertile and otherwise valuable land.⁴⁰ Customary land tenure as we have known it in Zambia is fast changing. WfC needs to grasp this reality quickly, adjust its programming to think of new ways in which land tenure security for poor rural people especially women can be protected.

In terms of productive resources the demand for forest products including but not limited to trees (for charcoal, fuel wood), food, health products and even in use of manufacturing cosmetics is all leading to fewer resources available for rural people. Under pining all this is the threat of climate change to the livelihoods of rural people.

With respect to education and vocational, the key areas of concern have been outlined in earlier section. Further elaboration on the options for WfC is provided in chapter 7.

The issues pertaining to SRH are also discussed in earlier chapter.

On the question of methods, WfC's Popular Education Methods (PEM) and approach to gender equality which emphasizes social empowerment have been proved over time to be approaches that work. Gender equality is a strong central element in programming. The

⁴⁰ Protection for Women's Rights in Zambia - <http://www.focusonland.com/countries/protection-for-womens-rights-in-zambia/>

approaches used are gender-sensitive and empowering of partners, communities and individuals especially women. “Economic empowerment of women can only be meaningful, successful and sustainable if it is blended with social empowerment which ensures that women are not only project participants and labourers but also controllers of the benefits resulting from their labour. In the absence of social empowerment, economic empowerment projects may only increase women’s workload without really increasing their benefits as well as access to their rights”⁴¹. The above quotation encapsulates very well what WfC is endeavouring to achieve.

5.5. Impact

Assessing impact is a means of measuring effectiveness of organisational activities and judging the significance of changes brought about by those activities. It is closely linked to the mission of an organisation.

The mission statement of WfC

A gender focused NGO that builds capacities of rural communities especially women and girls to achieve sustainable human development.”

The work of WfC has been having impact below are some examples:

The organisation facilitated linkage building between 25 trained seed growers (14 female and 11 male) and Mt. Makulu through an exposure visit. As a result of the exposure, the seed growers appreciated the need to add value by taking seed for certification. In order to maximize their potential and productivity, Pachye-pachye Seed Growers Association has been advised by the Seed Certification and Control institute (SCCI) to transform into a Cooperative and later into a Seed Company. Toward end of 2015 the World Bank came on board to assist the WfC established seed growers with more capacity to produce seed

WfC has had marked effect or influence in several areas including the aforementioned work on GBV, access to land and control of productive resources. Sensitisation of traditional leaders on gender issues has led to subsequent actions by some of them such as banning child marriages in their areas. WfC has contributed to making policies and laws more gender sensitive.

5.6. Sustainability

This assessment involves examination and assessment of strategies and measures put in place by a programme or project to ensure: (i) potential for continuation of programme outputs by targeted communities or organisations beyond its duration or life cycle; (ii) level of ownership and management of programme outputs by target communities or organization; (iii) replication of project in other areas; (iv) financial sustainability.

- (i) **potential for continuation of programme outputs by targeted communities or organisations beyond its duration or life cycle**

⁴¹ WfC annual Report 2015

This assessment focused on operational areas in which WfC's activities are on-going. WfC's has a weaning strategy. After 10 years or so of working in an area and capacity building of structures and linking groups into area associations (AAs) and then into a district association, WfC leaves that geographical area to work in another. The local structures that WfC builds encompass a decentralized leadership emphasizing women's leadership. This facilitates sustainability.

WfC also facilitates the weaned off area associations to become independently of it members of the Non-Governmental Organisations Coordinating Council (NGOCC); the civil society umbrella body of women's organisations and those with a major focus on promoting gender equality. This approach was much appreciated by NGOCC who indicated in their response that this approach by WfC has helped NGOCC to be more firmly anchored in rural membership.

In Mumbwa one of the sites for this research, the team had the opportunity to interact with district leadership made up in large part by AAs that have been weaned off. Admirably determined to carry on, it was nonetheless difficult for them because according to them many of the community members were not as active or supportive of their efforts. For example, The Mumbwa district leadership was struggling to find someone to take the function of ensuring maintenance and security of the development centre. After the incumbent caretaker left, the district leadership were taking it in turns to stay at the centre to prevent theft and vandalism. This clearly is not sustainable in the long run.

(ii) level of ownership and management of programme outputs by target communities or organization

This was found to be high. People undertaking activities at community level are volunteers yet they maintained motivation and were very active participants.

(iii) Replication of programmes in other areas.

The replicability of WfC's approach to other areas has been proved time and time again and is reflected upon in earlier sections of the report.

(iv) Financial Sustainability

WfC is unlikely to be ever fully financially sustainable. However with the resolution of the legal case of the flats revenue from the rent of the flats will contribute towards enabling WfC have some independent source of funds which can be used to meet shortfalls for important issues that the organisation is unable to raise funds for from donors.

5.7. Organisation's Systems and Processes

WfC has governance and management systems and structures that are well laid out. In terms of governance, the trustees are the custodian of the organisations assets and do not play a day to day role. The board of directors provide guidance and policy direction to the management team. The organisations constitution is currently under review. However, a weakness is that the board has not had for much of the period the full complement of people required. The gaps have now been filled with the exception of the legal person.

At the management level, policy documents such as the Human Resource (HR) Manual, performance appraisal system and others mentioned earlier are in place. These provide guidance in terms of day to day management of the organisation. Currently the HR and Performance Appraisal documents are being reviewed to ensure there in line with current management practices. These reviews are further signs of WfC being a learning organisation.

But WfC faces some challenges at this level including that most staff do not give feedback when a document is developed and circulated. Compliance with financial procedures is sometimes weak. Overall weak documentation and record keeping emerged as key problem.

WfC is strong in inclusion of gender, youth and children. But it is weak in other areas of inclusion especially with respect to disability. It does not have a disability policy and its offices have serious access challenges.

There is gender equality at staff level. As at July 2017, 8 out of the 15 members on establishment were women. There is engendering of organisational procedures for instance the HR manual provides for matters such as maternity and paternity leave, sexual harassment etc. But the organisation does not have an organisational policy on gender equality, with an accountability mechanism and grievance processes.

6. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

STRENGTHS – INTERNAL	WEAKNESSES - INTERNAL
<ul style="list-style-type: none"> ▪ Strong approach/ methods to gender and community work ▪ Qualified/committed staff and board members ▪ Adequate technological equipment ▪ Teamwork, good leadership (management/board) ▪ Improved donor reporting ▪ Office Space (own) ▪ Good relationship with members and other stakeholders in operational areas ▪ Effective participatory methodologies ▪ Good networks and linkages (national, regional and international) ▪ Policies and systems in place ▪ Ongoing staff development ▪ Resource mobilization is good ▪ Shared/strong vision, mission and objectives ▪ Ownership of land/flats 	<ul style="list-style-type: none"> ▪ Weak documentation – consistency in reporting ▪ Record keeping ▪ Low visibility/ publicity: outdated website ▪ Donor dependence: project focused ▪ Under-staffed = heavy workload ▪ Poor coordination/communication among staff/partners ▪ Absence of data base, policies for information collection/centralisation ▪ Limited financial resources for staff gratuities/ statutory obligations ▪ Planning is done, with lack of follow-through ▪ Under-utilization of support staff ▪ Team building
OPPORTUNITIES - EXTERNAL	THREATS - EXTERNAL
<ul style="list-style-type: none"> ▪ More partners willing to work with WfC ▪ High demand for WfC work ▪ Gender and rural focus ▪ Increase in GBV cases being reported ▪ Enactment of new laws (Gender related) ▪ Political interest in addressing GBV issues 	<ul style="list-style-type: none"> ▪ Growing violence in the political arena ▪ Political interference ▪ Donor driven projects ▪ Stringent reporting systems as a result of shifting from program to project reporting ▪ High poverty levels

<ul style="list-style-type: none"> ▪ Increasing number of women wanting to participate in decision making ▪ Shifting of donors to SRH Rights ▪ Increase in number of donors wanting to support PPP and Sustainable Development Goals 	<ul style="list-style-type: none"> ▪ Climate change: energy deficit, poor yields in farming
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7. STRATEGIC OPTIONS/DIRECTIONS/RECOMMENDATIONS

Taking into account the results of this research, the SWOT analysis and the environment in which WfC is operating in, a number of strategic options/ directions are proposed for reflection by WfC and consideration of the way forward after 2017. In many cases these are posed as questions rather than concrete recommendations in recognition of the requirement for the action research to enable WfC reflections as it proceeds towards developing of its next strategic plan/direction.

- i. Given the changing trend towards project based funding by donors should WfC develop a strategic plan in the mould of the current one which is quiet fixed in terms of what it sets out to do and how to do it including a log frame. Or should the organisation outline its strategic direction or roadmap about the future that allows more flexibility for adjustment as necessary. Will the latter be seen as lack of direction or an opportunistic approach to donor funding “Going with the flow” of money or an acknowledgement of reality?
- ii. In setting objectives for the coming period should WfC set very specific objectives as with the current strategic plan or should it set objectives that are broader and allow it to flexibly adapt the content of its work in line with the expressed needs of people at community level from time to time or as opportunities present themselves?
- iii. Given the worrying growth of political violence in the country, to what extent should WfC incorporate peace building in its work? This does not need to be a fully-fledged programme on peace building or conflict resolution but a mainstreaming of peacebuilding strategies with staff and at community level so that practices, utterances etc. that can contribute to an worsening the issue can be dealt with. The strength for WfC is that some of its staff have been already been trained in conflict resolution and peace building.
- iv. The issue of land rights for women is a very important one and should remain a focus for WfC but this should take into consideration new trends threatening security of tenure for rural dwellers.

There is a *de facto* abolishment of customary land tenure. What should be WfC’s response to this? Should it fight it and propose alternatives for customary land tenure? What is the likelihood of success? Or should WfC work within the confines of titled land but advocate for simplification of procedures and reduction of costs of having land titled to make it more accessible and affordable for the rural poor and women in particular. What is the likelihood of the latter strategy succeeding?

- v. Access and control of natural resources is important for rural communities. The lack of control is one of the core reasons for poverty in rural areas. Taking into account

aforementioned trends leading to the unsustainable use of forests and or/lack of benefits from the natural resources by rural communities. There is growing global demand healthy food products for some naturally growing fruits such as tamarind, baobab to mention a few which are now making their way to global markets. The same is true for cosmetics manufacturers using locally available plants/oils such as Mungongo and castor etc. Yet those whose indigenous knowledge is used to locate these products and learn of their use benefit very little from the huge profits being made from the sale of these products. Should WfC engage itself with this as an expansion of the CBNRM work it is already undertaking? What are the opportunities? What are the risks?

Besides there is danger of some important indigenous knowledge disappearing altogether as the tendency towards preference from “outside modern” products crowd out local products. For example during the field visit the researchers spotted naturally growing local okra which they had not seen growing in a while. When asked about it a community members’ response was that they no longer ate that type preferring “ladies finger” okra. Ladies finger is not indigenous to Zambia but was introduced. Given the partnership with CIKOD in Ghana, what can be learnt from them which can be adopted by WfC?

- vi. As is well known climate change is a major challenge to the livelihoods of rural people. Should WfC be doing thing about it or more appropriately can WfC afford not to do something about it if it is to promote the economic well-being of rural communities.
- vii. Good quality education for children and youths is important for the fulfilment of WfC’s vision and mission. But as indicated earlier a number of challenges beset their access. Distance to schools, what are the options for WfC; advocacy to government for building more schools, advocacy for Constituency Development Funds (CDF) to construct more schools, lobby charitable organisations involved in construction of schools or support communities to build their own community schools.

Ensuring the girl child does not drop out of school is crucial. Menstruation, child pregnancies and marriages are an important factor. What can WfC do about these issues? WfC working with traditional leaders is doing a lot to retrieve girls who have been married off. What more can be done to prevent this from happening in the first place. Poverty is an important cause but not the only one. During the FGDs with youth, when prodded on causes of early pregnancies many young women said it was due to peer pressure. If so then what can WfC do about this break this cycle? Is the promotion of contraception for young people an option, in particular condom use as this prevents both infections and pregnancy? We would be the risks for WfC taking this option on given the generally conservative social views prevailing on this matter. Majority of parents/ guardians are not in favour many pointing out that the most common form of contraception (injectables and pills) do not prevent STIs, others objected on the basis that this would encourage promiscuity and therefore break down of social morals. Whilst others objected on the belief that early use of the most common and popular forms of contraception could lead to infertility later in life.

- viii. The challenges outlined earlier that youth face are valid and worthy of consideration for WfC. Provision of vocational skills is important for creating much needed employment opportunities for youth. But in addition WfC may want to consider the issues discussed in the earlier section on access and control of productive resources. Working on value addition of some of the naturally growing products is an option. But what does this option entail? Are the factors hindering its implementation surmountable or are they too onerous.

In almost all areas of Zambia including WfC operational areas, there is availability of minerals; including gem stones like emeralds etc. the 7NDP promotes small scale also known as artisanal mining as an important economic sector for the creation of jobs and reduction of poverty. Is this a route that WfC should pursue? Are the factors hindering its implementation surmountable or are they too onerous.

Recreation is important and the general lack thereof for rural youth a major challenge. In discussion with youths they tended generally to talk about recreation in terms of sports especially football and net ball and indeed WfC has promoted these. But sustainability has been difficult as these require constant injection of external resources such as balls and jerseys and it has not been possible to have a consistent supply of these. But are there no alternatives to these. What of the promotion of indigenous games that are not us external resource dependent (e.g. Nsolo, touch etc.). Some innovation could be around setting up inter-village competitions. Linking up with MUVI TV who do innovative programming around local issues may be an added option. What of the promotion of local groups for drama, riddles and traditional and non-traditional story telling? In what way can ICTs (radio, phones, TVs etc.) be used to promote all this?

- ix. In the case of sexual reproductive health the key issue as earlier stated is the issue of which the area of focus within SRH should be the focus for WfC. it may be more suitable for WfC to focus on areas relating to gender inequalities and therefore in the realm of sexual health information, education, and counselling, to enhance personal relationships and quality of life. The right for all people especially women to a healthy, safe, consensual and enjoyable sex life is an important part of SRH; to control their bodies and have sufficient accurate information to use in making decisions and seeking healthy behaviours.
- x. Partnerships and relationships with other stakeholders were generally good. Strategically what should WfC do to avoid duplication? What is the scope for closer collaboration with other stakeholders operating in same geography? Does collaboration comprise attribution of results? Is each stakeholder expected to “beat their own drums” to the exclusion of others in order to gain supporters/funders. Is it possible or even preferred that as much as possible WfC focuses on geographical areas with few or no other NGOs working?

There is a strong expectation especially from government officials for WfC to set up offices at the district level. Is this an approach WfC should consider? What are the pros and cons of the current approach and that of setting up an office? How does WfC communicate its non-traditional approach (not having an office) so it is understood by

other stakeholder. In the absence of an office how does WfC participate in key district level activities, events and meetings?

- xi. Weaknesses' in documentation, record keeping and other aspects of knowledge management and information sharing are in dire need of being corrected.
- xii. WfC should strength its social inclusion by intensifying its work with people with disabilities in programmes and at organisational level. This will entail development of a disability policy, a disability mainstreaming tool and having an access audit of its premises. Access audits are provided by the Zambia Agency for Persons with Disabilities (ZAPD) free of charge.
- xiii. The organisation does not have an organisational policy on gender equality, with an accountability mechanism and grievance processes. It should consider developing, being a gender focused organisation does not equate with being a fully engendered organisational in which all aspects of organisational structures and procedures are fully gendered.
- xiv. Development of a resource mobilisation strategy is important to help WfC map out the trends for raising funds and develop astute ways of raising funds in a climate that is dynamic and in which traditional sources are shrinking.

8. CONCLUSION

In conclusion, the participatory research found WfC to be a learning organisation with much strength the paramount of which are the PEM and gender analysis tools for community level work and its knowledgeable and well-motivated staff. This has enabled it achieve some level of impact. It has good relations with its stakeholders and is held in high esteem by them.

The focus of its work is relevant but will need some further refining in order to deepen its impact and contribute significantly to the well-being of rural communities' in particular the women, children and youth.

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APPENDICES

1. Terms of Reference for the Action Research (*Attached*)
2. Guiding questions for FGDs
3. Guiding questions for key informant interviews
4. List of people interviewed during FGDs and informant interviews
5. Organisational Capacity Assessment Report (*Attached*)
6. WfC Staff List

FOCUS GROUP DISCUSSIONS GUIDING QUESTIONS

A. Introductions

All sessions will begin with introductions, explaining the purpose of the exercise and acquiring the consent of participants to be interviewed and recorded.

B. AREA ASSOCIATIONS MEMBERS, WOMEN'S AND YOUTH GROUPS

1. What words would you use to describe Women for Change (WfC)?
2. How many women here present own or have control of land?
 - a. How many only have access to land?
 - b. What evidence of the ownership of land do you have or do women in your community have?
 - c. For women who do not own land, explain the nature of the access that they have to land?
3. How do women acquire the piece of land that they own?
 - a. What is the role of traditional leaders
 - b. What role does the council play?
 - c. How would you describe the quality and size of land that women own/control?
 - d. What constraints do women have in their control, access or ownership of land?
4. What other productive resources apart from land do women have access to or ownership of?
5. In your households how are decisions made over use of land and other productive resources made.
6. What role has Women for Change played in ensuring women have access to or ownership of land and other productive resources?
 - a. What can do to improve this situation further?
7. What Sexual Reproductive Health Services (universal access to accurate health information; a range of safe and affordable contraceptive methods; sensitive counselling; quality obstetric and antenatal care for all pregnant women and girls; and the prevention and management of sexually transmitted infections including HIV) available in your area
8. Do men and traditional leaders in your community support women's access to SRH services?
 - a. In what ways do men support or do not support women's access to SRH services?
 - b. In what ways do traditional leaders support or do not support women's access to SRH services?
9. What have been the benefits of the SRH services provided by the local health centre or clinic? (Explore discordance between high levels of knowledge and low uptake of highlighted in the quantitative report)
10. What activities do SMAGs groups carry out in your area? (for areas where these exist)

11. What have been benefits from the activities of the SMAGs groups? (For areas where these exist). Explore discordance between high levels of knowledge and low uptake of SRH services highlighted in the quantitative research.
12. What are your views on availing pupils and students access to SRH especially contraception?
13. What role does WfC play in SRH in your area? What can they do to improve
14. In your society, do more girls or boys access schooling? What are the reasons for the situation you describe?
15. In terms of education, is it better to educate a girl or a boy? Explain reasons for your answer.
16. What role does WfC play in education in your area? What can they do to improve?
17. What leadership roles do women in your area have besides those in WfC groups or Area Associations?
18. For the period 2013 to 2017 what would you describe as the most significant change you have experienced in your lives as a result of the work of WfC?
19. Is there anything else you wish to say that has not been discussed?

C. Safe Motherhood Action Groups

- i. What activities do you carry out as SMAGS?
- ii. What Sexual Reproductive Health Services (universal access to accurate health information; a range of safe and affordable contraceptive methods; sensitive counselling; quality obstetric and antenatal care for all pregnant women and girls; and the prevention and management of sexually transmitted infections including HIV) available in your area
- iii. Do men and traditional leaders in your community support women's access to SRH services? In what ways do they support or do not support women's access to SRH services?
- iv. What have been benefits from the activities of the SMAGs groups? Explore discordance between high levels of knowledge and low uptake of SRH services highlighted in the quantitative research.
- v. How do you interact with local health centre or clinic in the provision of SRH? What can be done to improve this interaction for the benefit of women?
- vi. What role does WfC play in SRH in your area? What can they do to improve?
- vii. For the period 2013 to 2017 what would you describe as the most significant change you have experienced/witnessed in SRH in your area as a result of the work of WfC?
- viii. Is there anything else you wish to say that has not been discussed?

D. Cooperatives

1. What does your cooperative do?

2. What is your relationship with WfC?
3. Have you benefitted in any way from the work of WfC. Explain the benefits?
4. Of the benefits listed what have been the most significant and why. Tell us one story of significant change.
5. What would you like to see WfC do in order to improve the lives of women?
6. What type of relationship would you like with WfC going forward?

Guiding Questions for Key Informant Interviews for Women for Change (WfC) Evaluation

All sessions will begin with introductions, explaining the purpose of the exercise and acquiring the consent of participants to be interviewed and recorded.

A. Traditional leaders

1. What words would you use to describe Women for Change (WfC)?
2. Are women allowed to own land in your district? What evidence of the ownership of land are women in your district given? For women who do not own land, explain the nature of the access that they have to land?
3. How do women acquire the piece of land that they own? What role do you as a traditional leader play in this?
4. What other productive resources apart from land do women in your district have access to or ownership of?
5. In general how do households in your district make decisions over use of land and other productive resources?
6. What role has Women for Change played in ensuring that women have access to or ownership of land and other productive resources? What can they do to improve?
7. Do men and traditional leaders in your district support women's access to SRH services? In what ways do they support or do not support women's access to SRH services?
8. What activities do SMAGs groups carry out in your area? (for areas where these exist)
9. What have been benefits from the activities of the SMAGs groups? (For areas where these exist). Explore discordance between high levels of knowledge and low uptake of SRH services highlighted in the quantitative research.
10. What have been the benefits from the SRH services provided by the local health centre or clinic? Explore discordance between high levels of knowledge and low uptake of SRH services highlighted in the quantitative research.
11. What role does WfC play in SRH in your chiefdom? What can they do to improve?
12. In terms of education, is it better to educate a girl or a boy? Explain reasons for your answer.
13. In your district, do more girls or boys access schooling? What are the reasons for the situation you describe?
14. What role does WfC play in education in your area? What can they do to improve?
15. What leadership roles do women have in your area besides in the WfC groups and Area Associations?
16. How did this come about?

17. For the period 2013 to 2017 what would you describe as the most significant change you have experienced in the lives of people in your district as a result of the work of WfC?
18. Is there anything else you wish to say that has not been discussed?

B. District Councils

1. How would you describe the situation of women and land ownership (titled) in the district?
2. What are the factors enabling women to own land?
3. What are the factors that constrain women from owning land?
4. What is the situation with women's ability to utilising/developing the land once they have acquired ownership?
5. Kindly share figures as follows:
 - i. Between 2013 and 2017 how many women applied for land?
 - ii. How many of the applicants were success?
 - iii. Of that number how many have managed to fully title their land?
 - iv. Of those who were not able to get title what are the reasons?
6. Are you aware of WfC in your district? What role are they playing on issues of women and land ownership? What role would you like them to play?
7. Is there anything else you wish to say that has not been discussed?

C. District Education Board Secretary (DEBS) and Local School Representative

1. In your district, do more girls or boys access schooling? What are the reasons for the situation you describe?
2. What are the barriers to girls' education in your district?
3. What are the barriers to boys' education in your district?
4. What measures are being put in place by government to ensure inclusive education that is accessible all?
5. Kindly share information as follows:
 - i. Between 2013 and 2017 how many girls and boys were enrolled at grade 1
 - ii. How many girls and boys proceeded to Grade 8?
 - iii. How many girls and boys proceeded to Grade 10?
 - iv. How many girls and boys completed Grade 12?
6. What role does WfC play in education in your area? What can they do to improve?
7. For the period 2013 to 2017 what would you describe as the most significant change you have seen related to education achievement that is as a result of the work of WfC?
8. Is there anything else you wish to say that has not been discussed?

D. District Medical Officer/ local health centre/clinic staff

1. What Sexual Reproductive Health Services are available in your area?
2. What activities do SMAGs groups carry out in your area? (for areas where these exist)
3. What have been benefits from the activities of the SMAGs groups? (For areas where these exist). Explore discordance between high levels of knowledge and low uptake of SRH services highlighted in the quantitative research.
4. Do men and traditional leaders in your district support women's access to SRH services? In what ways do they support or do not support women's access to SRH services?
5. What have been the benefits from the SRH services provided by the local health centre or clinic? Explore discordance between high levels of knowledge and low uptake of SRH services highlighted in the quantitative research.
6. What measures has government put in place to improve the SRH of women in your district?
7. What role does WfC play in SRH in your district? What can they do to improve?
8. For the period 2013 to 2017 what would you describe as the most significant change you have experienced SRG in your district as a result of the work of WfC?
9. Please kindly share the following information for the period 2013 to 2017?
 - i. Knowledge levels among men and women of the different family planning methods?
 - ii. Numbers of women is using scientific family planning methods?
 - iii. Numbers of young women (17 to 35 years) is using family planning methods?
 - iv. What is the average age at which women first get pregnant?
 - v. Share figures on uptake of both male and female condoms?
 - vi. Numbers of pregnant women attending antenatal services?
 - vii. Numbers of women giving birth at a health facility?
 - viii. Maternal mortality deaths?
 - ix. Neo natal deaths
 - x. HIV prevalence rate
10. Is there anything else you wish to say that has not been discussed?

E. Ministry of Community Development and Social Welfare

1. What role is your ministry playing in terms of women's empowerment?
2. What the major challenges faced?
3. Do you have any linkages with WfC?
4. What more do you think WfC should do in terms of women's empowerment?

List of Interviewees for WfC Action Research**Lundazi Focus Group Discussions**

	Name	Organisation	Position	Sex
1.	Bridgette Nyirenda	Chimaliro Youth Group	Chairperson	F
2.	Sarah Nyirenda	Chimaliro Youth Group	Member	F
3.	Maria Nyirenda	Chimaliro Youth Group	Member	F
4.	Aaron Phiri	Chimaliro Youth Group	Member	M
5.	John Chirwa	Chimaliro Youth Group	Member	M
6.	Rupiah Kamingi	Chimaliro Youth Group	Member	M
7.	Emmanuel Tembo	Chimaliro Youth Group	Member	M
8.	Jackson Zyala	Mwase AA	Caretaker Development Centre	M
9.	Mwale Katutula	Mwase AA	Vice Secretary	M
10.	Langwell Moyo	Mwase AA	Committee Member/Village Head Person	M
11.	Richard Nyirenda	Mwase AA	Committee Member/Village Head Person	M
12.	Irene Lukele	Mwase AA	Committee Member	F
13.	Maison Nyirenda	Kapichila & Kazonga AA	Chairperson	M
14.	Edward Banda	Kapichila & Kazonga AA		M
15.	Ison Zulu	Kapichila & Kazonga AA		M
16.	Alfred Manda	Kapichila & Kazonga AA		M
17.	Mike Zimba	Kapichila & Kazonga AA		M
18.	Rosemary Musinda	Kapichila & Kazonga AA		F
19.	Gabriel Phiri	Kapichila & Kazonga AA		M
20.	Lazarus Zimba	Kapichila & Kazonga AA		M
21.	Laiford Chima	Kapichila & Kazonga AA		M
22.	Tinene Zimba	Kapichila & Kazonga AA		F
23.	Juliana Zimba	Kapichila & Kazonga AA		F
24.	Rhoda Nyirenda	Kapichila & Kazonga AA		F
25.	Elina Banda	Kapichila & Kazonga AA		F
26.	Misheck Zimba	Kapichila & Kazonga AA		M
27.	Enock Musinda	Kapichila & Kazonga AA		M
28.	Misozi Nyirenda	Kapichila & Kazonga AA		F
29.	Rosemary M'tonga	Kapichila & Kazonga AA		F
30.	Alice Zimba	Kapichila & Kazonga AA		F
31.	Witness Banda	Kapichila & Kazonga AA		M
32.	Ackim Ngulube	Kapichila & Kazonga AA		M
33.	Martha Nyirenda	Kapichila & Kazonga AA	Para-legal	F
34.	Jessie Ngo'ma - Ngulube	Kapichila & Kazonga AA	Para-legal	F
35.	Rebecca Nyirenda	Kapichila & Kazonga AA	Para-legal	F
36.	Donald Phiri	Kapichila & Kazonga AA	Para-legal	M
37.	Soka Banda	Kapichila & Kazonga AA	Para-legal	M
38.	Lomti Ngulube	Kapichila & Kazonga AA	Para-legal	F
39.	Jim Zimba	Kapichila & Kazonga AA	Para-legal	M
40.	Mainette Phiri		Woman Respondent	F
41.	Tafwanyi Sulu		Woman Respondent	F
42.	Kefelesi Moyo		Woman Respondent	F
43.	Malalo Simwaka		Woman Respondent	F

44.	Timalizye Nyirenda		Woman Respondent	F
45.	Wainess Nyirongo		Woman Respondent	F
46.	Tilifonia Nyirenda		Woman Respondent	F
47.	Tamalila Phiri		Woman Respondent	F
48.	Flora Mwale		Woman Respondent	F
49.	Justina Zimba		Woman Respondent	F
50.	Maureen Longwe		Woman Respondent	F
51.	Rose Nyirenda		Woman Respondent	F
52.	Emma Hara		Woman Respondent	F
53.	Samalenje Kamanga		Woman Respondent	F
54.	Esther Mwandira		Woman Respondent	F
55.	Veronica Jere- Chapulama		Woman Respondent	F
56.	Christine Musimuko Mbononga		Woman Respondent	F
57.	Betty Zulu Dadeyo		Woman Respondent	F
58.	Wainesi Njobvu		Woman Respondent	F
59.	Mary Chipeta Chisimba		Woman Respondent	F
60.	Rosemary Nyirenda		Woman Respondent	F
61.	Beauty Soko		Woman Respondent	F
62.	Hilda Msinda		Woman Respondent	F
63.	Rosemary Zimba		Woman Respondent	F
64.	Lightwell Zimba		Village Head Person	M
65.	James Nyirenda		Village Head Person	M
66.	Deva Mwale		Village Head Person	M
67.	Joseph Zimba		Village Head Person	M
68.	Flatwell Zimba		Village Head Person	M
69.	Gabriel Zimba		Village Head Person	M
70.	Esnath Moyo		Para-legal	F
71.	Monica Chirwa		Para-legal	F

Lundazi Key Informant Interviews

	Name	Organisation	Position	Sex
1.	Takuya Yombwe	Mwase Health Centre	Environmental Health Technician	M
2.	Aldophus Samawanu	Mwase Health Centre	Registered Mid-Wife	M
3.	Emmanuel Kolala	Chijemu Basic School	Senior Teacher	M
4.	Benson C. Mbewe	Ministry of Chiefs and Traditional Affairs	District Chiefs and Traditions Officer	M
5.	Marian Kalapula	Lundazi District Council	Town Planner	F
6.	Davison Tamuli	Lundazi District Council	Town Planner	M
7.	Jerry Mwanza	Police - VSU	Inspector	M
8.	Leonard Sabiwa	Ministry of Health	District Gender Focal Point Person	M
9.	Stephania Zulu	Ministry of Education/DEBS	Standards Officer – Special Education	F
10.	Brenda Nachalwe	Ministry of Community Development and Social Welfare	District Community Development Officer	F

Chongwe Focus Group Discussions

	Name	Organisation	Position	Sex
1.	Shimilindu	Twelekeshe Group	Head Woman	F

2	Margaret Theresa Banda	Kazipalile Group	Member	F
3.	Estele Mawere	Mwansa Group	Member	F
4.	Tryness Nyirongo	Musumali Group	Chairperson	F
5.	Chiluka Milonga	Limbikani Group	Vice- Chairperson /Village Head Person	M
6.	Saviour Mukombwa	Lumbazi Group	Member	M
7.	Anna Zulu	Chapewa Group	Member	F
8.	David Liteta	Katulimanje Group	Member	M
9.	Kennedy Simowa		Non- Member	M
10.	Ernest Phiri		Non- Member	M
11.	George Siamwaba	Chamulimba SMAG	Member	M
12.	Francis Zulu	Chamulimba SMAG	Member	M
13.	Nixon Soko	Chamulimba SMAG	Member	M
14.	Laureen Sanje	Chamulimba SMAG	Member	F
15.	Milika Phiri	Chamulimba SMAG	Member	F
16.	Miriam Mwachilele	Chamulimba SMAG	Member	F
17.	Isaac Njobvu	Chamulimba SMAG	Member	M
18.	Mary Chibalamuna		Woman Respondent	F
19.	Veronica Chipunye		Woman Respondent	F
20.	Christine Monde		Woman Respondent	F
21.	Rose Mwalembe		Woman Respondent	F
22.	Doreen Njeleni		Woman Respondent	F
23.	Rasbee Chipunye		Woman Respondent	F
24.	JaneKupisha		Woman Respondent	F
25.	Mary Daka	Mwachilele SMAG	Executive Committee	F
26.	Eusebia Munkombwe	Mwachilele SMAG	Committee Member	M
27.	Sarah Mwankomeshya	Mwachilele SMAG	Member	F
28.	Beauty Nkausu	Mwachilele SMAG	Member	F
29.	Rhoda Mulelema	Mwachilele SMAG	Member	F
30.	Emmanuel Sikamundenga	Mwachilele SMAG	Vice- Chair	M
31.	Timothy Mwale	Mwachilele SMAG	Secretary	M
32.	Paulsen Mutombo	Mwachilele SMAG	Member	M
33.	Frederick Muchaha	Mwachilele SMAG	Member	M
34.	Leah Zwiti	Mwachilele AA	Member	F
35.	Juliet Chongo	Mwachilele AA	Vice Chairperson	F
36.	Felix Lupwaya	Mwachilele AA	Member	M
37.	Lewis Hanjabo	Mwachilele AA	Member	M
38.	Pius Fubi	Mwachilele AA	Member	M
39.	Amon Hamayumbu	Mwachilele AA	Member	M
40.	Angela Swana	Mwachilele AA	Member	F
41.	Loveness Njeleni	Mwachilele AA	Member	F
42.	Joyce Nyeleti	Mwachilele AA	Member	F
43.	Mary Chilemba Zulu	Mwachilele AA	Chairperson	F
44.	Elizabeth Mwamulela		Woman Respondent	F
45.	Esther Phiri		Woman Respondent	F
46.	Stepha Mahiso		Woman Respondent	F

47.	Elined Mumba		Woman Respondent	F
48.	Anna Zulu		Woman Respondent	F
49.	Eunice Liteta		Woman Respondent	F
50.	Chipo Tembo		Woman Respondent	F
51.	Edna Phiri Njobvu	Chamulimba Hills Cooperative	Committee Member	F
52.	Jason Musuka Nyambe	Chamulimba Hills Cooperative	Secretary	M
53.	Darlington Mfula	Chamulimba Hills Cooperative	Vice-Chairperson	M
54.	Joseph Nsanje	Chamulimba Hills Cooperative	Chairperson	M
55.	Pethias Mfumbi	Chamulimba Hills Cooperative	Member	M
56.	Thomas Tembo	Chamulimba Youth Group	Member	M
57.	Mabvuto Njobvu	Chamulimba Youth Group	Publicity Secretary	M
58.	Moses Kamba	Chamulimba Youth Group	Secretary	M
59.	Patricia Tembo	Chamulimba Youth Group	Member	F
60.	Hope Njobvu	Chamulimba Youth Group	Member	F
61.	Anastasia Chembe	Chamulimba Youth Group	Member	F
62.	Alice Phiri	Chamulimba Youth Group	Member	F
63.	Agnes Mwanza	Chamulimba Youth Group	Chairperson	F
64.	Prosper Siame	Chamulimba Youth Group	Member	M
65.	Chembe Chapewa	Chamulimba Youth Group	Member	M

Chongwe Key Informant Interviews

	Name	Organisation	Position	Sex
1.	Timothy Nyamba	Chamulimba Health Centre	Community Health Assistant	M
2.	Kelly Munkombwe	Mwachilele Basic School	Head Teacher	M
3.	Innocent Mwashikabo	Mwachilele Basic School	Guidance Teacher	M
4.	Raphael Zulu	Chongwe Municipal Council	Director Housing and Social Services	M
5.	Bertha Mukutu	Chongwe Municipal Council	Senior Community Development Officer	F
6.	Angela Lutembo	Ministry of Education/DEBS	Planning Officer	F
7.	Jean Miti	Ministry of Health	MCH/Adolescent Health Focal Point Person	F
8.	Mable Changala	Ministry of Health	Clinical Care Officer	F
9.	Eunice Zulu	Ministry of Community Development and Social Welfare	Assistant Community Development Officer	F
10.	Beatrice Banda	Police VSU	Records Officer	F
11.	Kashiba	Police VSU	Inspector	M

Mumbwa Focus Group Discussions

	Name	Organisation	Position	Sex
1.	Ellie Nkobaila	Nangoma AA	Village Headperson	F
2.	Malaila Munsengwa	Nangoma AA	Vice-Chairperson	M
3.	Monday Shimulize	Nangoma AA	Village Headperson	M
4.	Judith Mapulanga	Nangoma AA	Member	F

5.	Ruth Masuwa	Nangoma AA	Chairperson	F
6.	Juliet Mutebe	Nangoma AA	Publicity Secretary	F
7.	Violet Maki	Nangoma AA	Member	F
8.	Zabane Menzi	Nangoma AA	Member	F
9.	Samson Mwale	Nangoma AA	Secretary	M
10.	Stephen Lupenga	Nangoma AA	Member	M
11.	Lizzy Musowe		Youth Respondent	F
12.	Alice Mutebe		Youth Respondent	F
13.	Alice Ngw'ane		Youth Respondent	F
14.	Esther Nkobaila		Youth Respondent	F
15.	Pauline Saini		Youth Respondent	F
16.	Levy Shimulize Jr.		Youth Respondent	M
17.	Charles Samakai		Youth Respondent	M
18.	Fred Phiri	AA	Secretary	M
19.	Peter Shilling		Member	M
20.	Locksha Kalima		Member	M
21.	Moses Ngala		Member	M
22.	Ened Shilamonga		Member	F
23.	Patrick Chendende		Member	M
24.	Ronald Kaasha		Member	M
25.	Njozi Chikwaya		Member	M
26.	Loveness Ndebe		Member	F
27.	Catherine Ngoma		Member	F
28.	Margaret Chilimu		Member	F
29.	Autria		Member	F
30.	Doreen		Member	F
31.	Rosemary Nsai		Member	F
32.	Elizabeth Mumba	Danida Cooperative	Member	F
33.	Aliness Mupiya	Danida Cooperative	Member	F
34.	Owazi Moyo	Danida Cooperative	Member	M
35.	Monica Muziti	Danida Cooperative	Member	F
36.	Mary Banda	Danida Cooperative	Member	F
37.	Enala Chanda		Woman Respondent	F
38.	Lainess Kawa		Woman Respondent	F
39.	Mauria Mwimbi		Woman Respondent	F
40.	Alice Malembeka		Woman Respondent	F
41.	Paulina Katangi		Woman Respondent	F
42.	Doris Katangi		Woman Respondent	F
43.	Maliene Kachepa		Woman Respondent	
44.	Olipa Palyata		Woman Respondent	
45.	Angela Nsemba		Woman Respondent	
46.	Charity Syamasaka		Woman Respondent	
47.	Gertrude Mayeba		Woman Respondent	
48.	Mary Natachi		Woman Respondent	
49.	Belinda Chingoma		Woman Respondent	
50.	Mathilda Kamasongo		Woman Respondent	
51.	Mary Chisanga		Woman Respondent	
52.	Florence Basaka		Woman Respondent	
53.	Judith Chipasha		Woman Respondent	
54.	Jean Meleki		Woman Respondent	
55.	Regina Mumba		Woman Respondent	

56.	Mavis Matuba		Woman Respondent	
57.	Margaret Muleya		Woman Respondent	

Mumbwa Key Informant Interviews

	Name	Organisation	Position	Sex
1.	John Daka	Chibila Primary School	Head Teacher	M
2.	Fredrick Nyambe	Chibila Primary School	Insert Coordinator	M
3.	Davy Lubanza Mambwe	Mumba Royal Establishment	Representative of Traditional leader	M
4.	David Ndopu	District Authority	District Commissioner	M
5.	Charles Hampende	District Authority	District Administrative Officer	M
6.	Andrew Mwape	Ministry of Education/DEBs	Planning Officer	M
7.	C. Miti	Ministry of Education/DEBs	Statistician	M
8.	Abel Mwape		District Community Development Officer	M
9.	Doris Chola	VSU – Child Protect Unit	Sergeant	F
10.	Cynthia Kunda	VSU – HIV/AIDS section	Constable	F
11.	Shamabanze Loyd	District Council	Administrative Officer	M
12.	Nchimunya Mubanga	District Council	Social Planner	F
13.	Gloria Chama	Ministry of Health	Acting District Nursing Officer	F
14.	Edith Chiabi		Former AA chairperson and Councillor	F

Lusaka Key Informant Interviews

	Name	Organisation	Position	Sex
1.	Chilufya Siwale	NGOCC	Programmes Manager	F
2.	Inonge Mutukwa	NGOCC	Information Officer	F
3.	Whitney Mulobela	NGOCC	Advocacy Officer	M
4.	Florence Lufunsa	NGOCC	Grants Manager	F
5.	Maureen	NGOCC	Gender and Policy Analyst	F
6.	Kapembwa Kangwa	NGOCC	Finance Manager	F
7.	Nelson Mwale	NGOCC	M+E Specialist	M
8.	Madube Pasi Siayuwa	NGOCC	Advocacy and Communications Manager	F
9.	Maurice Nyambe	Zambian Governance Foundation	Acting Executive Director	M
10.	Nsama Nsemiwe Chikolwa	Zambia Land Alliance	Executive Director	F
11.	Juliet Chibuta	Zambia National Women's Lobby	Executive Director	F
12.	Lumba Siyanga	Women for Change	Executive Director	F
13.	Jane Chirwa	Women for Change	Advocacy and Communications	F
14.	Alfred Simayi	Women for Change	Animateur - Mumbwa	M
15.	Mutinta Malumo	Women for Change	Animateur - Petauke	F
16.	Patrick Mumba	Women for Change	Finance Manager	M
17.	Chansa Mwenya	Women for Change	Accounts Assistant	F

18.	Astridah Mwilambwe	Women for Change	Finance and Administration Officer	F
19.	Isabel Hamabuyu	Women for Change	HR Consultant	F
Organisational Capacity Assessment (OCA) Participants				
20.	Salome Nakazwe	Women for Change	EMPOWER PC	F
21.	Naomi Sakala	Sandwe Mutondo AA		F
22.	Juliana Chileshe	Women for Change	Board Member	F
23.	Lumba Siyanga	Women for Change	Executive Director	F
24.	Maggie Nkomesha	Mukonchi – Kapiri AA		F
25.	Shadrack Chembe		M+E Manager	M
26.	Mate Sililo	Senanga AA		M
27.	Alice Sakala Njekwa	Rufunsa		F
28.	Catherine Ngo'ma	Mumbwa		F
29.	Isaac Njobvu	Rufunsa		M
30.	Lynette Moore	Women for Change	Intern	F
31.	Jane Chirwa	Women for Change	Communications and Advocacy Officer	F
32.	Mutinta Malumo	Women for Change	Animateur	F
Participants to the Feedback Session on the Draft Report				
33.	Salome Nakazwe	Women for Change	EMPOWER Project Coordinator	F
34.	Chilufya Siwale	NGOCC	Programmes Manager	F
35.	Elina Halwindi	Counterpart International	Capacity Building and Environmental Governance Officer	F
36.	Mercy Nyangu	Zambia Land Alliance	Information Officer	F
37.	Jennifer Sakala	Country Representative	WE Effect	F
38.	Mercy Mwanza	ZNWL	Project Coordinator	F
39.	Victoria Phiri	ZNWL	Information Officer	F
40.	Lewis Mwila	ZMSOF	Information Officer	M
41.	Shadrack Chembe	WfC	M+E Officer	M
42.	Patricia Ndhlovu	YWCA	Executive Director	F
43.	Miriam Mwiinga	YWCA	Programmes Manager	F
44.	Lynette Moore	WfC	Intern	F
45.	Harrison Muma	MEDRA	L/Officer	M
46.	Jesintha Kunda	ZLA	Programmes Officer	F
47.	Astrida Mwilambwe	WfC	Admin Officer	F
48.	Betty Sombe	WfC	Board Member	F

Women
♀ *for change*