



# Women for Change Strategic Plan

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2018 to 2022

***Women for Change***

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## List of Acronyms

SNDP	Seventh National Development Plan
AAs	Area Associations
AIDS	Acquired Immune Deficiency Syndrome
AU	African Union
CEDAW	United Nations Convention on the Elimination of all forms of Discrimination against Women
CSOs	Civil society organisations
GBV	Gender Based Violence
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
NGO	Non-Governmental Organisation
NGP	National Gender Policy
PEM	Popular Education Methodologies
PTAs	Parents Teachers Associations
SADC	Southern Africa Development Community
SMCs	School Management Committees
SRH	Sexual Reproductive Health
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOC	Theory of change
WfC	Women for Change



## 1.0 Introduction

This strategic plan, 2018 to 2022, provides guidance on Women for Change's (WfC) strategic direction with full consideration of the contextual environment, WfC's 25 years of practical experience and the results of the action research on the implementation of the organisation's last strategic plan. WfC maintains its focus on rural areas by building capacities of rural communities, especially women and girls, to contribute to sustainable development and eradication of all forms of poverty. Advocacy for changes to laws, policies, practices, and behaviours to ensure the promotion and protection of women's and children's rights remain central to the organisation's work. Recognising the dynamism in the operating environment, this plan incorporates the need for flexibility in its work while avoiding mission drift. It remains guided by its vision, mission, values and strategic objectives unless significant changes occur in the operating environment calling for major revisions of the plan. Monitoring, evaluation and learning processes and systems are thus critical to ensure continuous review of WfC's relevance.

WfC has adopted evidence-based programme approaches that include the Rights Based Approach (RBA), Popular Education Methodologies (PEM), and Social Accountability Methods such as community score cards and budget tracking in order to influence improved service delivery. The organisation continues with the use of gender analysis to work with women and girls, men and boys not as victims or perpetrators

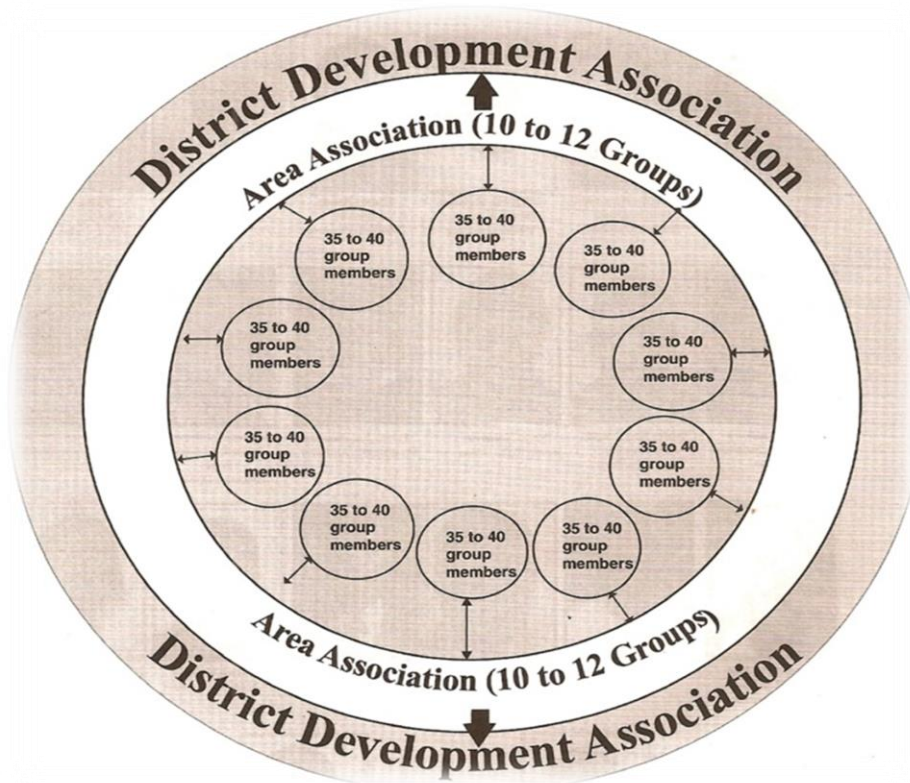
At community level WfC works intensively to empower women with leadership including negotiation skills to influence decisions from the household level to community level institutions such as participating in hospital and school committees. Over time the women gain enough knowledge and confidence to aspire for leadership for instance as councillors.

respectively but rather as drivers of change to achieve gender equality at all levels. This approach will seek transformation that challenges patriarchy at the individual, family, community and society levels.

The organisation bases its work 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 sustainable development, WfC has strong gender analysis, advocacy and human rights education in its core program activities.

WfC appreciates traditional leadership as an institution that commands a lot of respect from rural communities and usually the first to be aware of most problems in rural communities. As custodians of traditions and cultures, they are an important structure for bringing about change of attitudes and behaviours and development. The organisation works with traditional leaders to improve their participation in the governance of the country. It provides human rights education and gender analysis for traditional leaders aimed at increasing their participation and that of rural communities in the governance of the country, which WfC considers critical to the development of communities and ultimately, the eradication of poverty and attainment of gender equality.

In working with rural people WfC seeks not only to empower women at individual and group level but to help them create and build autonomous and independent community based organisations. 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 learning amongst groups and communities.



## 2.0 Fundamentals of the Strategic Plan

### 2.1 Vision

**A society that upholds gender equity and equality**

WfC will work at promoting gender equity and equality in society taking into consideration that development is not sustainable without the full participation and benefit of women, girls, men and boys.

### 2.2 Mission

**WfC is a gender focused NGO that builds capacities of rural communities especially women and girls to achieve sustainable development**

The mission is derived from the WfC vision and takes into consideration the contextual analysis done and WfC's accumulated experience. In pursuant of this mission WfC will, using social empowerment methodologies such as gender analysis, PEM, Community score cards, as the basis to energize rural communities especially women and girls to strive for sustainable development.

## 2.3 Values

WfC has identified the following guiding principles that set standards of acceptable behaviour; organizational judgement of what is important and fundamental beliefs of the organisation:



## 2.4 Strategic Objectives

To achieve its vision and mission, WfC will develop and implement a number of programmes and projects in line with the following objectives that were identified as priorities taking into account the context, the findings of the action research undertaken in 2017, WfC's past experience and its capacities:

**1. Engendered community resilience to climate change for improved livelihoods.**

**2. Communities where the rights of children especially girls are guaranteed.**

**3. Women and girls have increased participation in decision-making and leadership.**

**4. Strengthened community action against Gender Based Violence.**

**5. WfC is an efficient and effective organization.**

## 3.0 Contextual Analysis

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 and determines its priorities. 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 2021. 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.

In 2015, the world adopted a new set of global goals to eradicate poverty and achieve sustainable development known as the Sustainable Development Goals (SDGs). In the execution of this strategic plan, WfC seeks to contribute to the following SDGs; SGD 1, End Poverty for All; SDG2, Freedom from Hunger; SDG3, Health and Well Being; SDG4, Quality Education; SDG5, Gender Equality; SDG12, Sustainable Consumption and Production; SDG 13, Action on Climate Change and SDG17 on Global Partnerships.

### 3.1 Political Context

Zambia’s political system continues to be beset by low representation of women at local government and parliament levels. After the 2016 general elections, the numbers of women increased but not significantly enough to fundamentally change gender dynamics in the governance of the country.

The reasons for the low representation of women are found at various levels including general lack of support from their party structures. Women face significant barriers in being adopted as candidates. At societal level, entrenched patriarchal attitudes and entrenched negative stereotypes against women persist and impact negatively on the ability of female politicians to gain acceptance and garner needed votes. Political violence creates fear and discourages women from participation. At the individual level, issues such as women’s generally low levels of education work against them as was the case with the recently introduced requirement of the Grade 12 certificate for eligibility to contest political office. 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. Zambia’s policy and legal framework does not provide for explicit quotas or affirmative action for women’s participation in politics. A positive trend has been the increase of numbers of young women participating in politics especially at local government level. The country has since 1991 operated a multi-party system of government. However, there is growing political intolerance leading to reduction in plurality in the political landscape.



## 3.2 Economic Context

Since 1990, the country has recorded steady economic growth. But from 2015, the country has faced economic difficulties. Real economic growth fell to its lowest in 15 years, with gross domestic product (GDP) growth estimated to have slowed to 3.7 percent from 5 percent in 2014. This was 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. Electricity-supply shortages have contributed to the malaise in the economy<sup>1</sup>. Even so, economic conditions improved slightly in 2017.

Poverty remains the greatest challenge to national development. 8.5 million people, out of the projected national population of 15.9 million in 2015, lived in poverty with 3.5 million of those living in extreme poverty. 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. It is clear that economic growth did not translate into significant poverty reduction, especially in rural areas<sup>2</sup>.

The widespread poverty especially in rural areas means most households do not have adequate income to meet their basic food requirements. 65 percent of women in female headed households are reported as choosing to reduce the number of family meals per day as their only coping mechanism especially during the months of the hungry period before the harvest<sup>3</sup>. This automatically means children are deprived of food and face hunger.

Exposure to poverty and deprivation among children is widespread. The estimated 13, 000 street children and 20, 000 child headed households are at greatest risk but many other children are also affected. Nearly 50 percent of children aged 7-14 are engaged in economic activities which expose them to harmful or exploitative labour. Some are subjected to trafficking both within and outside the country. For children living in households that are unable to meet basic needs, the government has established the social cash transfer scheme<sup>4</sup>. The inability of recent economic growth to significantly impact on poverty reduction is largely as a result of low employment creation. 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). 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.

In recent years, government has invested considerably in improving the road network. However, there has been uneven distribution with a considerable amount of the investment targeted at city roads unlike trunk roads used by rural farmers. There have been new developments in transport

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<sup>1</sup> <https://www.afdb.org/en/countries/southern-africa/zambia/zambia-economic-outlook/>

<sup>2</sup> Seventh National Development Plan

<sup>3</sup> Living Conditions Monitoring Survey (LCMS) 2015

<sup>4</sup> [https://www.unicef.org/zambia/children\\_5157.html](https://www.unicef.org/zambia/children_5157.html)

related policies and practices such as the ban on night travel by public service vehicles and introduction of toll fees.

### 3.3 Legal

The policy and legal environment for dealing with issues pertaining to gender, children and other areas of focus for WfC is an active one from a formulation, enactment and adoption point of view. Since 2011, some key policy and legal instruments have been adopted or enacted. These include; Amendment of the Republican Constitution (2016); National Policy on Climate Change (2016), the Gender Equity and Equality Act (2015), the Forestry Act of 2015, the National Gender Policy (2014), the Youth Policy (2015), National Child Policy (2015), the Persons with Disabilities Act (2012), the Anti-Gender Based Violence (GBV) Act (2011) and the Education Act (2011). However, the major problem in terms of the policy and legal environment is weak implementation and enforcement.

Beyond the national laws and policies, Zambia is signatory to international instruments for the protection of women's and children'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, the United Nations Convention on the Elimination of all forms of Discrimination against Women (CEDAW), the United Nations Convention on the Rights of the Child (CRC) and the African Charter on the Rights and Welfare of the Child to mention but a few.

The amended Constitution defines a child as a person 18 years old or below. The bill of rights protects all people including children from violation of their rights and exploitation and a number of subsidiary laws for their protection are in place. These include the Penal Code (which includes partial domestication of the CRC); The Anti-GBV Act and the Anti GBV Fast Track Courts that have been established in Lusaka and Kabwe. New legislation is being worked on including the Children Code Bill which is an attempt to bring all legislation relating to children together and is also a more comprehensive domestication of the CRC. The Marriage Bill aims to raise the age of marriage to 21. Proposed amendments to the Immigration and Deportation and the Anti Human Trafficking Acts intended to provide enhanced protection for children on the move are also being worked on. Amendments to the Intestate Succession Act are being finalised. The objectives of the amendments are to enhance protection of women (the more affected spouse) and children when a spouse dies intestate.

Many children are exposed to violence, abuse, neglect and exploitation and need protection from threats to their rights and wellbeing. When children come into contact with the law as perpetrators or victims, the current laws and the judicial system are largely inadequate to protect child witnesses or victims of GBV or to give a fair trial when children are in conflict with the law.

Birth registration currently stands at 10 percent of all births, thus failing to meet the requirements of the CRC which stipulates the right of every child to be given an identity at birth, in order that their origins and nationality are secured and to help protect various human rights, including the right to inheritance.

### 3.4 Social

Zambia's population was estimated at 15.9 million in 2016 out of which 7.9 million were males and 8.0 million were females. The majority (9.2 million) reside in rural areas while 6.7 million are in urban areas<sup>5</sup>. Half of the Zambian population (50 percent) is under age 15, and 17 percent of the population is under age 5.<sup>6</sup>

The country's overall dependency ratio is high standing at 92.5 while the child dependency ratio is 87.4.<sup>7</sup> This demographic outlook has consequence on the provision of public goods and services, such as education, health, housing, water and sanitation and employment.

Access to education particularly that of good quality is a major challenge. An estimated 500,000<sup>8</sup> children of primary and secondary school age that should be in school are out of school. Rural children especially 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. Early pregnancies and marriages are a key contributor to girls dropping out of school.

Zambia has a high disease burden which is compounded by the high prevalence of HIV and high poverty levels. 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.<sup>9</sup> However, these figures remain high.

Child mortality has consistently declined since 1996<sup>10</sup>. But malnutrition among children and its related consequences such as stunting, wasting and underweight are high. Stunting has a bearing on cognitive development, physical work capacity and health status in adulthood.

GBV is a major problem and a grave violation of human and legal rights. Women and girls are disproportionately more affected than men and boys. GBV is a factor for poor health, insecurity, and inadequate social mobilisation among women and girls. There is a strong correlation between GBV and Sexual Reproductive Health (SRH). GBV restricts choices and decision making of those who experience it, curtailing their rights to critical SRH information and services. GBV is a risk factor for sexually transmitted infections (STIs), including HIV, and unwanted pregnancy, in addition to causing direct physical injuries and mental health problems.

Zambian 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. But they are signs of growing disregard of positive culture and indigenous knowledge in everyday lives. Like many other cultures,

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<sup>5</sup> Seventh National Development Plan

<sup>6</sup> Demographic Health Survey

<sup>7</sup> Zambia Human Development Report 2016

<sup>8</sup> Global Initiative on Out-Of-School Children Zambia November 2014

<sup>9</sup> Demographic Health Survey 2013-14

<sup>10</sup> Ibid

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

A facet of life in which women face disadvantages is decision making at household level. Their low participation in decision making is enmeshed in a complex web of cultural norms, traditional practices and patriarchal attitudes that are entrenched in society and perpetuate male domination in leadership. Decisions and preferences in the home setting tend to prioritise the needs of the boy or male over those of the girl child or females. Women are not expected to participate actively and influentially over decision making. This situation has led to the persistence of challenges such as lack of confidence and assertiveness among females<sup>11</sup>. Of the total 247 chiefs in the country, 219 are male and 28 are female. This implies that most women do not participate in decision making, contributing to gender imbalances in the distribution of resources such as land.<sup>12</sup>

### 3.5 Environment

Zambia is richly endowed with renewable and natural resources which can be productively harnessed. These include overall good climate and soils, minerals (both base metals and gemstones) and forests. Being one of the most water rich countries in Africa, fisheries also have high potential. Biodiversity is one of the country's richest assets but 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.

The gender division of labour means that; women and men often have different knowledge of forest resources, their uses, growing conditions, characteristics and different species. They are therefore impacted upon differently on matters pertaining to the environment.

Given women's responsibility for meeting household food and fuel needs, the depletion of forests and forest resources increases their burden as wood and charcoal are the primary sources of energy in rural areas. As the population in cities that lack reliable access to electricity grows, so does the demand for charcoal grow. Water collection is primarily a task undertaken by females and its depletion increases the burden on women and girls who have to collect water from further and further away points.

The adverse effects of climate change are evident. The country has experienced a number of climatic dangers over several decades. The most serious have been droughts, 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 of energy (electricity) and the sustainable livelihoods of rural communities.

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<sup>11</sup> Gender Status Report 2012-2014 , Ministry of Gender and Child Development

<sup>12</sup> Ibid

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, children and people with disabilities on the whole face greater risks and burdens from the impacts of climate change. This is compounded by poverty.

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 and localised customary laws. Customary land is more easily accessed by poor people but there are challenges with it such as the lack of proper documentation. 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 leading to land scarcity and increased instances of displacements from traditionally acquired land without informed consent and meaningful compensation.

The Seventh National Development Plan 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. This suggests titling will include customary land. Should this be the case, this would need to be carefully monitored as doing so would effectively mean the abolishment of customary land and would have detrimental consequences on access to land by poor people the majority of whom are women and girls.

Gender inequalities in accessing and owning 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. Due to insufficient resources, women often fail to utilise their land.

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 women.

## 4.0 Theory of Change

The work of WfC is informed by a clear theory of change (TOC). WfC seeks to contribute to a society where people's rights especially women's rights are fully protected and promoted and where women are able to participate in development at all levels. WfC's new strategic direction is about repositioning itself to remain flexible, to operate and to grow in a dynamic environment that consistently provides opportunities for it to achieve the desired impact. This will be attained within the context of WfC's vision. The TOC outlines the desired change, how that change happens, the approaches adopted by WfC for the change to happen, the actors with whom WfC desires to collaborate and to influence and the key assumptions it holds about the operating environment.

### **The Change**

- Reduced environmental degradation.
- A society that is food and water secure.
- Increased guarantee of children's rights.
- Community support for rights of the girl child.
- Women participating in decision making structures (household, social, political, economic).
- Women's voices are heard in decision making structures.
- Society action against abuse of women and girls.

### **How the change happens**

- Adaptation: Climate smart agriculture, smart energy use, sustainable water and forest management
- More forest and water reserved, improved harvest, reduced charcoal burning, awareness raising on climate change,
- Duty bearers and community members guarantee children's rights.
- Proportionate representation in leadership structures (By laws operationalising 50:50 representation)
- Transformational leadership.
- Society norms supporting the protection of women and girls.
- Enhanced confidence and awareness of SRH among young people.
- Women articulating issues that affect them and the community at large, improved leadership skills, self-esteem, improved participation, public speaking and confidence, profiling women in leadership.

### **Approaches to Effect the Change**

- Gender Awareness Raising, Audit and Analysis.
- Male Involvement and Engagement.
- Popular Education Methodologies (PEM).
- Mentorship.
- Action Research.
- Linkages.
- Advocacy.
- Public dialogue forum.
- Social Accountability Methodologies (Community score cards, budget tracking, gender score card, community engagement and advocacy).
- Research, policy analysis and engagement.
- Media Engagement.

### **The Actors**

- Community members.
- Traditional leaders.
- Government departments
- Parliamentarians and other Duty Bearers.

- Like minded NGOs.
- Cooperating partners.

### **Key Assumptions**

- Government stakeholders willing to collaborate.
- Operating environment for civil society organisations (CSOs) in the country remains conducive.
- Community members are willing to participate.
- Cooperating partners maintain trust of WfC and provide resources to deliver.
- Traditional leaders are willing to participate.

## **5.0 Programme Approaches**

WfC has adopted the following approaches which include those that it has worked with over the years with evidence of realising positive results:

### **The Rights Based Approach (RBA)**

Fostering the consciousness and empowering rights holders especially women and children with knowledge and skills to be able to develop agency and exercise collective power over duty bearers is a fundamental aspect of WfC's work. WfC seeks to promote transformative change and this can only come about when rights holders are fully aware of their rights and collective ability to create change.

### **Popular Education Methods**

PEM is the core approach that underpins all of WfC's work. PEM focuses on empowerment; the freedom to discuss, share and ultimately to gain control over one's life. Empowerment only begins with participation and in the use of people themselves as local experts of their own destiny. WfC continues to enhance the use of participatory methods among its staff and communities it works with.

### **Working with Traditional Leaders**

WfC continues with the engagement of traditional leaders. As custodians of traditions and customs, they are influential in addressing those customs and traditions that perpetuate gender inequality, violate human rights especially those of women and girls and inhibit women's access to productive resources.

### **Women and Girls as the Core for the Organisation's Work**

WfC acknowledges that women and girls form the majority of the poor especially in the rural communities where the organisation works. The organisation, therefore, continues with the use of gender analysis and awareness-raising and to work with women and girls not as victims but rather

as drivers of change. This approach seeks transformation at the individual, family, community and society levels that challenges patriarchy.

### **Social Accountability**

WfC has adopted social accountability methods to enhance community members' civic engagement by participating in advocacy and holding government at the local levels accountable. A variety of tools including score cards and budget tracking will be used. In its programmes, the organisation address immediate basic needs only as a means to showcase alternatives while seeking long term solutions to end gender inequality and poverty.

### **Geographical Focus**

WfC currently operates in Central, Western, Eastern, Southern and Lusaka provinces. It will carry on working in these regions to ensure continuity and building of a critical mass for change there.

However, beyond the current geographical focus, WfC will apply a flexible approach to working in other geographical areas working in partnership with other organisations based on assessment of need and availability of sufficient financial, human and other resources to undertake the expansion without negatively stretching WfC's capacities.

## **6.0 Cross Cutting Issues**

WfC's gender analysis shows that women carry a heavier burden of dealing with issues of HIV and AIDS at all stages from transmission to providing care for people living with HIV and AIDS in addition to the fact that some of these women are also infected. Women's suffering in relation to HIV and AIDS is worsened by conditions of poverty and discrimination that also affect them more than men. WfC also recognises that people living with disabilities in Zambia are seriously affected by negative socio-economic conditions compounded by stigmatisation and social exclusion. Women affected by both HIV/AIDS and disability are the worst hit. Therefore, WfC will ensure that issues of HIV and AIDS are mainstreamed in all its programmes. It will also mainstream disability issues by ensuring increased participation of people living with disability in decision making processes that impact on their lives.

## **7.0 Institutional and Organizational Set Up**

WfC has a Governing Board comprising of nine women and men who serve on a voluntary basis to policy direction of the organisation. Under the Board is a management team, which comprises the Executive Director who is the Chief Executive Officer, Programmes Manager, Monitoring, Learning and Evaluation Manager, and Finance and Administration Manager. The Management team is supported by Core staff including field animators who are the implementers of WfC programmes and projects in the communities. Besides the Board, WfC has three Trustees who hold the WfC properties in Trust and are responsible for the disposal of the property in the event that the organisation ceases to exist.



## 8.0 WfC Log Frame

<b>Vision: A society that upholds gender equity and equality</b>				
<b>Mission: WfC is a gender focused NGO that builds capacities of rural communities especially women and girls to achieve sustainable development</b>				
<i>Narrative Summary</i>	<b>Objectively Verifiable Indicators of Achievement</b>		<b>Data Sources</b>	<b>Strategic Assumptions</b>
	<b>Indicator</b>	<b>Type</b>		
<b>Objectives:</b> What strategic objective is the action intended to achieve	Which indicators clearly show that the objective of the action has been achieved?		What are the sources of information that exist or can be collected? What are the methods required to get this information?	Which factors and conditions outside the Beneficiary's responsibility are necessary to achieve that objective? (external conditions) Which risks should be taken into consideration?
<b>Strategic Objective 1:</b> <i>Engendered community resilience to climate change for improved livelihoods</i>	<i>% Reduction in poverty levels (gender disaggregated)</i>	<i>Impact</i>	<i>ZDHS, WfC survey reports</i>	<i>There is adequate targeted investment by stakeholders in climate change related interventions where communities are prepared and resilient enough to prevent, cope and mitigate against the impact of climate change</i>
	<i>% Increase in food production (identified with gender elements)</i>	<i>Impact</i>	<i>ZDHS, WfC survey reports</i>	
	<i>% Increase in household income (with focus on gender dimensions)</i>	<i>Impact</i>	<i>ZDHS, WfC survey reports</i>	
<b>Expected results</b>				
1. Women participate in environmental management	% women in environmental management decision making structures at leadership and membership levels.	Outcome	WfC survey reports	There is funding to educate women about climate change and its impact on livelihoods
2. Increased collaboration between communities and service providers	Level of collaboration between communities and service providers	Outcome	WfC activity progress reports	Service providers are receptive to community collaboration on environmental management initiatives and services

3. Communities have coping strategies in combating hazardous events such as droughts and heavy rains	% community members using coping strategies to combat hazardous events of climate change	Outcome	WfC survey reports	There is adequate knowledge provision to communities on the coping mechanisms in combating climate change hazards
4. Increased household food security	% Households having optimal number of meals per day	Outcome	WfC survey reports	Identified alternative livelihood sources are sustainable enough for households to endure environmental crises
	% Households with increased food production	Outcome	WfC survey reports	
5. Increased household income	% Households with increased household income	Outcome	WfC survey reports	
6. Increased community access to climate change related information, opportunities and services	% community members with access to climate change related information, opportunities and services ( <i>disaggregated by gender</i> )	Outcome	WfC survey reports	Legal and policy environment conducive enough for specific advocacy and capacity building related activities
7. Traditional leaders taking action on environmental management issues	Type of actions by traditional leaders on environmental management	Outcome	WfC survey reports	Legal and policy environment conducive enough for Traditional leaders to act on environmental protections issues
<p>Main activities</p> <ol style="list-style-type: none"> <li>1. Targeted training of community members and traditional leaders in gender and climate change</li> <li>2. Public dialogue forum</li> <li>3. Training - Building on Local and Indigenous Knowledge (BLIK).</li> <li>4. Training in advocacy to develop and implement by laws (such laws on controlling charcoal burning).</li> <li>5. Community conversations – village, school, churches.</li> <li>6. Training in Climate SMART Agriculture – Sustainable Agriculture</li> <li>7. Linkage building between communities and actors with climate change-related knowledge, skills and services.</li> <li>8. Production of IEC materials (T-shirts, badges, brochures, leaflets, fliers)</li> <li>9. Media engagement</li> <li>10. Capacity building in business skills development</li> <li>11. Capacity building in vulnerability risk assessment and disaster risk reduction</li> </ol>				

<p>12. Community score card  13. Participate in national, provincial, and district Government meetings  14. International/local commemoration(World Environment Day)</p>				
<b>Strategic Objective 2: Women and girls have increased participation in decision-making and leadership</b>	<b>% Females in leadership positions</b>	<b>Outcome</b>	<b>WfC survey report</b>	<b>There are available institutions at various levels where women and girls can vie for leadership positions</b>
<b>Expected results</b>				
1. Strengthened women's leadership	% of Women in decision making structures	Outcome	WfC survey report	Decision making structures exist at various levels where females can be part and parcel of decision makers
2. Male support for women's participation in decision making and leadership at community level	% Men and boys aware of women and girls' rights to occupy leadership positions	Outcome	WfC survey report	Organizations exist at various levels where, potentially, women can be among leaders and decision makers
	% Men and boys who support women and girls' rights to occupy leadership positions	Impact	WfC survey report	
3. Implementation of gender sensitive policies in service provision structures	# Gender sensitive policies implemented in service provision structures	Outcome	WfC survey report	Service provision structures exist and are receptive to integration of gender issues
4. Increased community action on women's leadership	% Local community groupings with women in leadership positions	Outcome	WfC survey report	Structures exist at various level where women vie for leadership positions
5. Gender sensitive coverage of women by the media	# Media institutions covering women	Outcome	WfC survey report	Availability of media institutions in WfC program areas

6. Adoption of more women at Local Government level	% Women in local governance structures	Outcome	WfC survey report	Policy and legal environment favourable enough for willing women politicians to partake in Local Government elections
<p>Main activities</p> <ol style="list-style-type: none"> <li>1. Group formation structure for sustainability- area assessments, group mobilization</li> <li>2. Capacity building workshops- gender sensitization (male involvement), human rights, leadership, PEM, media engagement, entrepreneurship and resource mobilization</li> <li>3. Mentorship- exposure visits and linkages, intergenerational dialogues (male involvement), annual forum</li> <li>4. Public dialogue forums with political parties</li> <li>5. Community interface meetings with male and traditional leaders- Policy influence</li> <li>6. Production of IEC materials/ Radio programs</li> <li>7. International/local commemoration</li> <li>8. Training of Media in gender sensitive reporting</li> <li>9. Development of training materials</li> </ol>				
<b>Strategic Objective 3: Strengthened community action against Gender Based Violence</b>	% Community members with knowledge of GBV	Outcome	WfC survey report	<b>Legal and policy frameworks are favorable for sustained community action against GBV</b>
	% Community members who think that their community does enough to fight GBV	Outcome	WfC survey report	
<b>Expected results</b>				
1. Alignment of local laws and policies to national and international standards	# and type of local laws and policies aligned to national and international standards	Outcome	WfC survey reports, WfC activity progress reports	Government institution willing and ready to institute alignment of local laws and policies to international standards
2. Increased reporting of GBV cases	% GBV cases reported (to the police, traditional leaders, court)	Outcome	WfC survey reports	Victims of GBV will be willing to report the cases to relevant institutions
3. Improved operationalization of gender sensitive policies	Level of operationalization of gender sensitive policies	Outcome	WfC survey reports	Government will and ready to operationalize identified policies

4. Increased access to GBV services	% Community members accessing GBV services ( <i>disaggregated by type of GBV services accessed</i> )	Outcome	WfC survey reports	GBV victims and perpetrators will be willing to access available GBV services
5. Abolishment of negative policies	% Negative policies and practices abolished	Outcome	WfC survey reports	Government willing to abolish negative policies so identified
6. Improved delivery of GBV services	% Community members accessing GBV services	Outcome	WfC survey reports	Planned GBV interventions in the strategic plan receive funding
	Perception of quality of GBV service provision	Outcome	WfC survey reports	
7. Increased community action on GBV	% Community members who support community action against GBV ( <i>disaggregated by type of action</i> )	Impact	WfC survey reports	Legal and policy frameworks are favorable for community action against GBV
8. Improved male action against GBV	Type and level of male involvement in actions against GBV	Impact	WfC survey reports	Clearly spelt out and legally supported male actions against GBV
<b>Main activities</b>				
<ol style="list-style-type: none"> <li>1. Capacity building workshops- GBV, paralegal, psychosocial counseling, gender, male involvement</li> <li>2. Community sensitizations and conversations</li> <li>3. Counselling services for GBV survivors</li> <li>4. Creating linkages with respective government departments</li> <li>5. Gender Awareness raising of service providers</li> <li>6. Production of IEC materials/radio programs</li> <li>7. Purchase of equipment</li> <li>8. Codification of traditional practices</li> <li>9. Conduct action research –</li> <li>10. Engage in networks</li> <li>11. Commemoration of Global events</li> <li>12. Social Accountability tools -Community score card</li> <li>13. Capacity building of male champions</li> </ol>				
<b>Strategic Objective 4: Communities where the rights of children especially girls are guaranteed</b>	% Community members who feel that children's rights have been guaranteed	Impact	WfC survey reports	Communities are receptive to agendas promoting children's and girl children's rights
	% Community members who feel that girl children's rights have been guaranteed	Impact	WfC survey reports	

Expected results				
1. Favourable cultural practices which promote children's rights.	# Cultural practices which promote children's rights promoted (disaggregated by type)	Outcome	WfC survey reports	The identified favorable cultural practices will not require quantum changes and associated expenditures on top of original child rights programming
2. Implementation of child rights responsive policies	# and type of child rights responsive policies implemented	Outcome	WfC survey reports	There will be willingness and readiness by stakeholders to implement gender sensitive policies and systems
3. Increased community action on children's rights	Type of community action on children's rights	Outcome	WfC survey reports	The legal and policy frameworks are favourable for community action on children's rights
4. Increased girls' life skills	% Children who are able to claim their rights	Impact	WfC survey reports	The legal and policy frameworks are favourable for life skills enhancement
	% Community members who feel girls have increased life skills	Impact		
<p><i>Main activities</i></p> <ol style="list-style-type: none"> <li>1. Targeted training (of children, community members, teachers, PTA, neighborhood health watch, traditional leaders, religious leaders, and traditional councilors) in children's rights (CRC).</li> <li>2. Formation of peer educators' groups (drama clubs, debate, choirs)(Safe spaces)</li> <li>3. Awareness raising on Child protection issues (, early marriage, early pregnancy, child labor, child trafficking, child molestation, child abuse)</li> <li>4. Build capacities of children in leadership and governance</li> <li>5. Production of IEC materials (T-shirts, badges, brochures, leaflets, fliers)</li> <li>6. Exchange visits (inter-school, inter-district, national).</li> <li>7. Organizing debates, quiz, writing contests, art, miming in relation to gender and child rights</li> <li>8. Training in survival skills</li> <li>9. Community score cards on service delivery in health, education</li> <li>10. Media engagement on children's rights</li> <li>11. Production of IEC materials</li> </ol>				
<b>Strategic Objective 5: WfC is an efficient and effective organization by the end of 2022</b>	<b>% Collaborators who approve of WfC as an efficient organization</b>	<b>Outcome</b>	<b>WfC survey reports</b>	<b>The 2018 – 2022 WfC Strategic Plan is fully funded</b>
	<b>% Collaborate who approve of WfC as an effective organization</b>	<b>Outcome</b>	<b>WfC survey reports</b>	

	<i>% WfC employees who affirm that WfC is an efficient organization</i>	Outcome	WfC survey reports	
	<i>% WfC employees who affirm that WfC is an effective organization</i>	Outcome	WfC survey reports	
<b>Expected outcomes</b>				
1. Improved WfC image	Stakeholders rating of WfC	Outcome	WfC survey reports	Stakeholders collaborating with WfC have ample platform to know about the organization's values and operational aspirations
2. Strengthened organizational capacity	Degree to which staff positions are filled with relevant people to do the job	Outcome	WfC activity progress reports	The strategic plan is fully funded to ensure optimal staffing levels as per organizational establishment
3. Improved WfC capacity to influence networks	Extent to which WfC introduces or promotes new policy or practice recommendations or initiatives in local, national, international networks, coalitions, forums	Outcome	WfC survey reports	Network partners and other collaborators willing to foster concerted efforts' approach on issues of common interest
4. Functional knowledge management systems	Operational Knowledge Management system in place	Outcome	Documented Knowledge Management plan	Sustained funding for Knowledge Management related position and functions
5. Functional Monitoring, Evaluation and Learning (MEL) system	Operational M&EL system in place	Outcome	Documented M&E Plan	Sustained funding for Monitoring, Evaluation and Learning (MEL) related position and functions

Main activities

1. *Networking - targeted round table meetings, breakfast meetings (budget for it)*
2. *Resource mobilization (such as subscribing to sites with funding opportunities, proposal writing, identifying and undertaking consultancy)*
3. *Staff training (internal and external)*
4. *Getting into public private partnerships*
5. *Acquisition of land (e.g. in urban and peri-urban)*
6. *Purchase of equipment (vehicles, office furniture, computers, mobile, and hand mower)*
7. *Policy reviews (constitution, HR manual, Board Charter)*
8. *Staff orientation in policies, procedures and laws*
9. *Job evaluations*
10. *Staff recruitment*
11. *Regular engagement of interns/volunteers*
12. *Regular staff appraisals*
13. *Enforcement of policies*
14. *Regular review meetings*
15. *Board and Staff retreats*
16. *Management meetings*
17. *Board Orientaions*
18. *Board meetings*
19. *Media engagement*
20. *Branding and patenting*