



**Zambia–United Nations
Sustainable Development Partnership
Framework (2016-2021)**



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The Zambia–United Nations Sustainable Development Partnership Framework Preamble and Joint Declaration of Partnership Commitment

Recognising the long-standing relations between the Government of the Republic of Zambia and the United Nations that have promoted peace and development in the African region and around the world,

Reaffirming commitment to the United Nations Charter, the Universal Declaration of Human Rights and key international and regional Human Rights Instruments,

Noting the spirit of the Sustainable Development agenda for people, planet and prosperity, which seeks to strengthen universal peace in development and freedom,

Drawing on Zambia's Vision 2030 of being an inclusive, prosperous and peaceful nation, where economic and social development is equitable, where human rights and rule of law are upheld, and where there is gender equality,

With determination to take the bold and transformative steps set out in the global Sustainable Development agenda that will support Zambia on an inclusive, sustainable and resilient development pathway that leaves no-one behind,

The Government of the Republic of Zambia and the United Nations System in Zambia, acting in partnership, will coordinate closely in implementing this Zambia - United Nations Sustainable Development Partnership Framework (2016-2021). The United Nations System in Zambia will fully implement the Delivering as One approach in support of the whole of government approach to transformation through the Sustainable Development Goals.

Her Honour Inonge Wina MP
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President of the Republic of Zambia

Her Excellency Janet Rogan
UN Resident Coordinator

Honourable Alexander B Chikwanda MP
Minister of Finance

Declaration of Partnership Commitment

We, the United Nations Country Team in Zambia, while representing each organisation's mandates, competencies and decision-making processes, pledge our commitment to the Zambia–United Nations Sustainable Development Partnership Framework as a means to foster cooperation and coordination, and to enhance UN coherence in the spirit of “Delivering as One,” so as to improve performance towards achieving transformational results that are measurable, and to increase the impact of our joint response to the development priorities of Zambia.

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Table of Contents

	Page
<i>Acronyms</i>	06
CHAPTER 1	
Introduction: From Delivery of Assistance to Partnership	08
Country Context	09
<i>Zambia’s Commitment to Sustainable Development</i>	09
<i>Overall Development Achievements and Challenges</i>	09
<i>Zambia’s Efforts in Achieving the Millennium Development Goals</i>	12
Comparative Advantage of the United Nations in Zambia	14
CHAPTER 2	
Zambia–United Nations Sustainable Development	
Partnership Framework Results Pillars	15
<i>Partnership Framework Outcomes: A Vehicle for Transformational Changes</i>	16
<i>Partnership Framework Logical Model</i>	18
Pillar 1: Inclusive Social Development	19
<i>The Vision</i>	19
<i>What the Country Analysis Said</i>	19
<i>Rationale, Expected Results</i>	21
<i>The United Nations’ Response</i>	22
Pillar 2: Environmentally Sustainable and Inclusive Economic Development	23
<i>The Vision</i>	23
<i>What the Country Analysis Said</i>	23
<i>Rationale, Expected Results</i>	25
<i>The United Nations’ Response</i>	26
Pillar 3: Governance and Participation	28
<i>The Vision</i>	28
<i>What the Country Analysis Said</i>	28
<i>Rationale, Expected Results</i>	30
<i>The United Nations’ Response</i>	31
CHAPTER 3	
Partnership, Values and Principles: A New Business Model	32

CHAPTER 4	
One Programme Management and Accountability Arrangement	34
CHAPTER 5	
Common Budgetary Framework and Investment Plan	36
CHAPTER 6	
Risks and Mitigation Strategy	38
CHAPTER 7	
Monitoring and Evaluation	39
CHAPTER 8	
Commitments of the Government	41
Annex 1: Results Matrix	44
Annex 2: Common Budgetary Framework	56
Annex 3: Monitoring and Evaluation Calendar	57

Acronyms

AIDS	Acquired immune deficiency syndrome
ART	Antiretroviral therapy
AWP	Annual work plan
BCA	Basic Cooperation Agreement
CBF	Common Budgetary Framework
COMESA	Common Market for Eastern and Southern Africa
CPI	Corruption Perception Index
CSO	Civil society organisation
DaO	Delivering as One
EAC	East African Community
ECZ	Electoral Commission of Zambia
EMIS	Education Management Information System
FACE	Fund Authorisation and Certificate of Expenditures
FAO	Food and Agriculture Organization
GDP	Gross domestic product
GII	Gender Inequality Index
GRZ	Government of the Republic of Zambia
HDI	Human Development Index
HIV	Human immunodeficiency virus
IAEA	International Atomic Energy Agency
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
IGO	Inter-governmental organisation
ILO	International Labour Organization
ILUA	Integrated Land Use Assessment
IMF	International Monetary Fund
INGO	International non-governmental organisation
IOM	International Organization for Migration
HMIS	Health Management Information System
JWP	Joint work plan(s)
JMP	Joint Monitoring Programme on Water Supply and Sanitation
LCMS	Living Conditions Monitoring Survey
M&E	Monitoring and evaluation
MDGs	Millennium Development Goals
MPSA	Ministries, provinces and spending agencies
MMEWD	Ministry of Mines, Energy and Water Development
NCDs	Non-communicable diseases
NGO	Non-governmental organisation

NRA s	Non-Resident Agencies
OAI	Office of Audit and Investigations
OHCHR	Office of the High Commissioner for Human Rights
PMTCT	Prevention of mother to child transmission
SADC	Southern African Development Community
SAI	Supreme Audit Institution
SBAA	Standard Basic Assistance Agreement
SDGs	Sustainable Development Goals
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNV	United Nations Volunteers
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization
WPs	Work plan(s)
ZDHS	Zambia Demographic and Health Survey
ZEMA	Zambia Environmental Management Agency

Introduction: From Delivery of Assistance to Partnership

"The times, they are a changin'."

Bob Dylan

1. When Bob Dylan recorded "The Times, They Are a Changin'" on 24 October 1964, Zambia was a newly independent state. Some 50 years later, the times are changing again, and Zambia wants to be at the forefront of that change. The global sustainable development agenda is a revolution against linear, supply-side, top-down change, and a clarion call for wholesale transformation of the way development support is designed, provided and evaluated.¹

Sustainable development is for both present and future generations, for all people old and young, rich and poor, female and male, without exception. For that to become real, all must be part of the transformation process, hand in hand with governments, development actors and cooperating partners whether in the public or the private sector. Transformation requires true partnerships, sustained investment and radical thinking. The United Nations in Zambia and the Government of the Republic of Zambia have placed their collective aspirations for supporting transformation in this new and innovative Zambia–United Nations Sustainable Development Partnership Framework (the Partnership Framework).

2. The Partnership Framework has been built from the outset with a shared purpose: Delivering Transformation as One. It differs from its predecessor (the United Nations Development Assistance Framework) by focusing on partnership, in recognition that Zambia is now a lower middle-income country. It abides fully by the strengthened guidelines for UN Country Teams (UNCTs) in "Delivering as One" countries.² New partnership skills are being learned and practised across the United Nations in Zambia and through a whole of government approach. New partnerships are being built with youth, civil society, the private sector and cooperating partners, who have all joined the process and will be an integral part of it throughout. Inspired by the vision and ambition of the sustainable development agenda, and taking account of progress already achieved towards the Millennium Development Goals (MDGs), the Partnership Framework sets the stage for our shared vision and opens space to welcome stakeholders in.

3. The form of the Country Analysis underpinning the Partnership Framework and the design of the Partnership Framework are closely linked, taking a cross-cutting rather than a sectoral approach to outcomes, and drawing on the findings of the 2014 global *Human Development Report* highlighting that those populations that are marginalised from socioeconomic progress in a country are not only left behind, but their very exclusion is a persistent drag on overall development. In Zambia, about 60 per cent of the population exists far from, or only on the outer margins of, Zambia's socioeconomic progress. This Zambia–United Nations Sustainable Development Partnership Framework aims to help transform that and build a real One Zambia, One Nation.

¹ See the Secretary-General's Synthesis Report.

² [Delivering as One, Standard Operating Procedures.](#)

Country Context

“Overcoming poverty is not a task of charity, it is an act of justice. Like slavery and apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. Sometimes it falls on a generation to be great. You can be that generation. Let your greatness bloom.”

Nelson Mandela

Zambia’s Commitment to Sustainable Development

4. Zambia has achieved impressive progress over the 50 years since Independence. It has chosen a peaceful path in consolidating democracy and achieving development. Zambia has played a sustained role in promoting peace in the region and has made an important contribution to global and regional policy and processes, including through its lead role as the current chair of the Landlocked Developing Countries Group, and as co-chair for the Southern African Development Community (SADC) region in the Open Working Group of governments negotiating the Sustainable Development Goals (SDGs). Zambia’s Vision 2030³ articulates its aspiration to become a “prosperous middle-income nation” by 2030, the same timeframe as the SDGs. The Vision is based on seven key principles: i) gender-responsive sustainable development; ii) upholding democratic principles; iii) respect for human rights; iv) upholding good traditional and family values; v) a positive attitude to work; vi) peaceful coexistence; and vii) private-public partnerships. The Government’s strategic long-term focus for sustainable development looks to address low levels of employment in the economy, to invest in rural development, and to reduce widening economic inequalities. Zambia is well placed to adopt and localise the SDGs to reflect its own context and priorities.

Overall Development Achievements and Challenges

5. With a per capita gross domestic product (GDP) of around US\$ 1,844 (2013),⁴ Zambia is now a lower middle-income country, and in 2014, progressed to the medium human development category. In terms of performance, Zambia’s annual GDP growth averaged 6.4 per cent between 2005 and 2014, and inflation dropped from 15.9 per cent to 7.9 per cent over the same period. Although Zambia has enjoyed economic gains from the implementation of sound macro-economic policies and high foreign direct investment that grew from less than US \$200 million in 2000 to US\$ 2,231 million in 2014, large parts of the population have not shared in this overall improvement of national prosperity. Alongside great plenty for the 20 per cent of Zambians who share more than half of the total national income, Zambia has pervasive extreme poverty of around 60 per cent in rural areas.⁵ There are high income and gender inequalities, joblessness (the unemployment rate is at 7.9 per cent, and underemployment is at 10.2 per cent⁶) and multiple deprivations for millions.

³ [Vision 2030, Republic of Zambia.](#)

⁴ World Bank datasets.

⁵ Living Conditions Monitoring Survey (LCMS) 2010.

⁶ Labor Force Survey 2012.

6. Zambia's economy today is marked by areas of progress alongside stubbornly high levels of inequalities, environmental challenges such as deforestation and land degradation, and deep-rooted harmful practices (e.g. child marriages and violence against women) that breed vulnerabilities and set back human development. The population is young and poor: 52 per cent of people (about 7 million⁷) are below the age of 18, and 65 per cent⁸ of those live in poverty. In the post-2015 dialogues about the "Future We Want," Zambian participants stated clearly that their future lies in a more equal Zambia, where all enjoy equitable opportunities to be educated, healthy and employed, where all enjoy fundamental human rights, and where government institutions are more

Progress towards middle-income Zambia comes with addressing inequality, strengthening social protection and reducing vulnerabilities

One of the biggest contributors to vulnerability is inequality. It causes instability, increasing the frequency of big swings in the economy (United Nations General Assembly, 2013). Extremes of inequality mean that larger fractions of the population are in poverty, with lower ability to cope with shocks when they occur. Extremes of economic inequality inevitably lead to political inequality, with the result that governments are less likely to provide the systems of social protection that can protect those at the bottom from the consequences of shocks (United Nations System Task Team on the Post-2015 Development Agenda, 2012 as cited in the Human Development Report, 2014).

Various social, economic and cultural factors, including discrimination, reinforce vulnerabilities in a society. Therefore, a focus on underlying socio-cultural causes with intrinsic economic dimensions within a country context is critical. In rural Zambia, large numbers of people are vulnerable as a result of their inability to afford agricultural inputs as well as to cope with climate change. In urban Zambia, youth, including those who are able and productive, especially in the informal sector, face economic vulnerability due to low salaries and wages, lack of employment and lack of capital for businesses.

Zambia has high income inequality that leaves a large number of people vulnerable to shocks. Progress towards a prosperous middle-income Zambia by 2030 will come only with a reduction of inequality and by limiting vulnerability.

Vulnerability has multiple causes and consequences and therefore requires a broad systemic perspective, cross-sector thinking and multiple interventions. For example, education and health enhance the ability of individuals to cope with shocks, as more educated individuals can easily move from one job to another. But strong social protection (e.g. social cash transfers, social security, maternity protection, micro-insurance) is the answer for many marginalised by unemployment, illness or disability, illiteracy, lack of identity documents or gender. As seen in Europe following the 2008 global economic crisis, strong universal social protection policies improve individual resilience and encourage the resilience of the economy.

There is no single sector solution for reducing vulnerability. Universal social protection coverage, however, can help households

⁷ Census 2010.

⁸ LCMS 2010.

responsive and accountable to the people.⁹

7. Zambia is blessed with abundant natural resources but economic diversification is still a key development challenge. GDP contribution by sector reflects the country's lower middle-income status, with wholesale and retail trade contributing 18.4 per cent, followed by mining and quarrying at 12.9 per cent; construction at 10.9 per cent; agriculture, forestry and fisheries at 9.9 per cent; and manufacturing at 7.9 per cent.¹⁰ The economy relies heavily on copper mining, which accounts for over 70 per cent of export earnings but employs less than 2 per cent of the population. The majority of people in Zambia (60 per cent) live in rural areas where they depend on subsistence agriculture. The rural areas continue to lag behind, while urban areas have benefited from the concentration on capital-intensive industries such as construction, mining and transport. This paradox, where high economic growth is dependent on a sector that is not generating sufficient decent employment, leaves Zambia and its people vulnerable to external shocks. Given this development scenario, and considering Zambia's geographical location in both the SADC and Common Market for Eastern and Southern Africa (COMESA) trading blocs, agriculture, manufacturing and regional trade offer significant possibilities for driving broad-based and inclusive economic growth.

8. Zambia is urbanising rapidly with the number of people living in urban areas rising from 3.5 million in 2000 to 5.1 million in 2010.¹¹ It is divided into two worlds based on formal and informal economies. Urban Zambia is associated with the formal economy, but most of the rural areas are heavily involved in the informal economy and accommodate many of the identified vulnerable groups. By some measures, inequality in Zambia is actually getting worse: The Gini coefficient as a measure of income inequality increased from 0.60 in 2006 to 0.65,¹² placing Zambia in the category of the most unequal countries. The participation of women in the National Assembly is a low 11 per cent; their participation at local level as mayors or in district assemblies is even lower.

9. In Zambia as elsewhere, children, young people, women, people living with HIV, people with disabilities, migrants and refugees are those most affected by poverty, and experience many vulnerabilities from economic, environmental, physical, health and other insecurities. For example, pervasive inequalities have contributed to women bearing the biggest proportion of poverty through their limited access to, and control over, productive resources such as land, livestock, credit and modern technology. Discriminatory legal provisions that restrict women's legal capacity have a direct bearing on women's income-earning capacities. Zambian women are mainly employed in the informal or survival sectors where income is extremely low and unreliable—which enhances their vulnerability to poverty. Child marriage is high with 45 per cent of girls (among women aged 25-45 years) marrying by the age of 18 and 65 per cent by age 20. Teenage pregnancy remains high with a slight increase to 29 per cent in 2014. Child labour is widespread, leading to loss of schooling and poor health. Social protection measures remain limited.

⁹ [Zambia Consultation on the Post-MDG Agenda, 2013 and 2014 reports](#), and [Zambian Voices Beyond 2015](#).

¹⁰ 2013 Annual Report, Ministry of Finance.

¹¹ UN-Habitat 2013.

¹² 2013 Human Development Report.

10. Adequate and nutritious food is an issue for people in Zambia. The national diet is over-reliant on maize, is insufficient to fulfil energy needs, is insufficiently diverse to provide adequate quantity and quality of protein, and is highly deficient in micronutrients, all of which have serious implications for nutritional well-being.¹³ Although stunting levels in children have reduced slightly from 44 per cent in 1992, they were still as high as 40 per cent in 2014.¹⁴ On the other hand, Zambia has an emerging overweight problem. An increase in non-communicable diseases (NCDs) related to this additional nutrition burden is evident in the cases of heart disease and diabetes. With 26 per cent of all deaths caused by NCDs, the burden of disease is increasing in Zambia.¹⁵

Zambia's Efforts in Achieving the Millennium Development Goals

11. Zambia has made significant progress on a number of the MDG targets, but has unfinished work across all of the MDGs. Extreme poverty is being reduced, albeit at a very slow pace. All Zambian children¹⁶ attend primary school, and gender parity in primary school enrolment and young adult literacy has increased, but transition to and completion of secondary education is very low. The number of underweight children has fallen, but under-five mortality is still very high (75 per 1,000 live births¹⁷); three children die of malaria each day. Although maternal mortality (398 per 100,000 live births¹⁸) has been falling, the decline will be insufficient to reach the 2015 target of 162.3 deaths per 100,000 live births. The contraceptive prevalence and skilled birth attendance rates also remain below national targets, at 45 per cent and 64 per cent, respectively.

12. Although HIV prevalence has decreased from 15.6 per cent in 2002 to 13.3 per cent in 2014, the annual new HIV infection rate remains high, with an estimated 54,000 new infections in 2013 in both adults and children. With over 80 per cent coverage of prevention of mother to child transmission (PMTCT) interventions, Zambia is on track to meet the target of the elimination of mother to child transmission by 2015. Young girls and women are disproportionately affected by the virus, largely due to unequal power relations and gender-based violence. HIV prevalence among women is 15.1 per cent compared to 11.3 per cent among men. HIV prevalence among youth aged 15-24 is 6.6 per cent (7.7 per cent among young women and 5.4 per cent among young men).¹⁹ Among youth aged 15-19, 68.3 per cent of young men and 51.1 per cent of young women had never been tested, according to the recent Zambia Demographic and Health Survey (ZDHS). Geographical variation shows that HIV prevalence is highest in urban areas (18.2 per cent compared to 9.1 per cent in rural areas). Though significant progress has been made in providing access to anti-retroviral treatment services, without fast tracking through the 90-90-90²⁰ approach and targeting the population currently left behind, the

¹³ National Food and Nutrition Commission of Zambia, 2012.

¹⁴ ZDHS 2013-2014.

¹⁵ World Health Organization, 2014.

¹⁶ 100 per cent enrolment, Zambian Ministry of Education, Science, Vocational Training and Early Education 2013.

¹⁷ ZDHS 2013-2014.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ 90-90-90 is an ambitious treatment target to help end the AIDS epidemic. It means that, by 2020, 90 per cent of all people living with HIV will know their HIV status, 90 per cent of all people with diagnosed HIV infection will receive

AIDS epidemic will continue to outrun the response, increasing the need for long-term HIV treatment and raising future costs. This underscores the need for focused population and location-based prevention interventions. After some years of success in the anti-malaria campaign, reduced resources for this effort have resulted in Zambia having an increase both in new cases, from 255 per 1,000 people in 1990 to 382 per 1,000 in 2014,²¹ and in deaths, from 11 per 1,000 people in 1990 to 22 per 1,000 in 2014.

13. Although the percentage of the population using an improved drinking water source has increased to 63.1 per cent, access to decent sanitation remains a concern. The proportion of the population without access to an improved sanitation facility worsened from 26 per cent in 1991 to 72.7 per cent in 2010. Deforestation is a concern: Zambia's land covered by forest decreased from 59.8 per cent in 1990 to 49.9 percent in 2010, and the country is losing 250,000 to 300,000 hectares of forest to deforestation every year.²² Although young people are now better connected, with mobile phone subscriptions increasing from 50,000 in 2000 to 10.3 million in 2010, and internet coverage reaching 2.5 million people, high youth unemployment is a growing challenges.

14. These achievements and gaps are the basis from which Zambia's own SDGs will take over from the MDGs, and from which the work of this Partnership Framework will begin.

sustained antiretroviral therapy, and 90 per cent of all people receiving antiretroviral therapy will have viral suppression.

²¹ World Malaria Report, WHO 2014.

²² Integrated Land Use Assessment (ILUA) Zambia 2005-2008, Ministry of Tourism, Environment and Natural Resources and FAO, 2008.

Comparative Advantage of the United Nations in Zambia

"If you don't like someone's story, write your own."

Chinua Achebe

15. The United Nations in Zambia maintains a unique comparative advantage as a dedicated partner of the Government in its ability to respond to specific development needs of the country. Guided by universally recognised human rights standards and international norms, the United Nations in Zambia offers its services and support in: i) promotion of innovative and thought leadership; ii) development of policies and normative frameworks, and their implementation in line with international conventions and treaties to which Zambia is a state party; and iii) innovation—piloting new initiatives, and developing knowledge networks and sharing, including to promote South-South learning. Such comparative advantages mean the United Nations in Zambia is well placed to forge partnerships to leverage the technical expertise, capacities and resources of external partners to support Zambia in achieving transformative results.

16. A 2014 survey²³ to assess whether or not the United Nations in Zambia has, in particular, i) the mandate to meet emerging development challenges in Zambia and the capacity to do so, and ii) is better positioned to act in responding to those challenges than others, highlighted the fact that the United Nations in Zambia is adept at ensuring an integrated approach, working across sectors and providing specialised advice to address complex multi-sectoral development challenges. The survey underscored that the United Nations operates as a neutral and impartial broker. It maintains a comparative advantage also in its skill in advocating effectively; building institutional capacity at all levels; collaborating with both the Government and non-government actors, especially in empowering marginalised and vulnerable populations; and fostering intergovernmental partnerships to address regional and international issues.

17. The United Nations in Zambia strives to reach the highest standards of accountability, transparency and impact as it prepares to roll out its first Partnership Framework in 2016, and to provide coherent support to Zambia's progress towards achieving sustainable development. This includes supporting Zambia as it decides how to localise the SDGs through meaningful and ambitious national targets. The UNCT comprises: 12 resident²⁴ UN funds, programmes and specialised agencies, and 10 non-resident²⁵ agencies. The Bretton Woods organisations, including the International Monetary Fund (IMF) and the World Bank, are part of the UN System, and they contribute to Zambia's development priorities in close coordination with the UNCT.

²³ United Nations Comparative Advantage and Stakeholder Survey 2014.

²⁴ FAO, IFAD, ILO, IOM, UNAIDS, UNDP, UNECA, UNFPA, UNHCR, UNICEF, WFP and WHO.

²⁵ IAEA, OHCHR, UNCDF, UNCTAD, UNEP, UNESCO, UN-HABITAT, UNIDO, UNODC and WMO.

Zambia–United Nations Sustainable Development Partnership Framework Results Pillars

“We recognise that people are at the centre of sustainable development and, in this regard, we strive for a world that is just, equitable and inclusive, and we commit to work together to promote sustained and inclusive economic growth, social development and environmental protection and thereby to benefit all.”

*Outcome document of the United Nations
Conference on Sustainable Development (Rio+20), “The future we want”*

18. Young people in Zambia have transformational development aspirations.²⁶ They have called for a Zambia where sustained economic growth is inclusive and benefits all people; where social development is equitable, and every individual enjoys the right to access quality services and opportunities; and where development is not just about today, but about meeting the needs of the present without compromising the ability of future generations to set their own priorities. A shared vision for an inclusive and prosperous, peaceful and resilient Zambia, where human rights and the rule of law are upheld, therefore, is based on the spirit of “leaving no one behind.”

19. Zambia’s Vision 2030 envisages the gradual transformation of the structure of the economy, and identifies that investment in people through education and training is key to ensure job creation and socioeconomic transformation. In its national planning, the Government utilises a number of strategies to achieve socioeconomic transformation for a “prosperous middle-income” Zambia. For example, the new Public Service Transformation Programme aims to make the public service more responsive, service-oriented and accountable in the delivery of timely and quality services. The Government’s plan to operationalise the Industrial Development Commission aims to accelerate the process of the transformation of the economy through optimal use of resources. In the context of sustainable development, socioeconomic transformation means not only achieving social change and a strong economy, but also building resilient and empowered human capital, a prerequisite for effective democracy. Inclusive economic growth requires a healthy and educated population with the requisite skills to take advantage of opportunities in an ever more interconnected global economic environment. Further, an educated and empowered population is the backbone of any democratic system.

20. Young people up to age 18 comprise 52 per cent of Zambia’s population. They will be the torchbearers of the sustainable development agenda. Taking into account what they said during the national consultations on the post-2015 development agenda, in the spirit of the Outcome Document of the Sustainable Development Goals Open Working Group, recognising that Zambia has unfinished MDGs and persisting inequities across almost all MDGs, and responding to Zambia’s national development issues as identified in the Country Analysis, the Government and

²⁶ *Zambian Voices Beyond 2015.*

the UNCT have agreed to partner on achieving eight Partnership Framework outcomes, under three broad pillars:

- i) Inclusive Social Development,
- ii) Environmentally Sustainable and Inclusive Economic Development, and
- iii) Governance and Participation.

The pillars are in line with the following main areas, which define sector visions as well as goals and targets in Zambia's Vision 2030:

- i) Social Investment and Human Development,
- ii) Economic Growth and Wealth Creation, and
- iii) Enabling Environment for Sustainable Social and Economic Development.

The aim is to support Zambia on its path to transformation so that the country better meets the needs of all its people through economic transformation, while protecting its rich natural environment, ensuring the rule of law and realising human rights.

Partnership Framework Outcomes: A Vehicle for Transformational Changes

21. The Partnership Framework is a programmatic vision and operational framework for supporting transformation. It looks across sectors in recognition of the fact that with more than 60 per cent²⁷ of people in Zambia living in poverty and marginalised from the country's socioeconomic progress, a majority of the population faces persistent vulnerabilities whose root causes are complex, and need to be understood and addressed holistically. The Partnership Framework outcomes are centred both on institutions and people, aiming not only to improve the capacity of institutions to deliver, but also to stimulate people's ability to demand and access their rights. Such integrated, cross-sector interventions should lead to transformational changes in development patterns, the gains of which should be shared measurably over time by all of Zambia's population groups. This is what we mean by transformation.

22. To support Zambia's effort to achieve such transformation, the Partnership Framework outcomes aim to bring about holistic and innovative development solutions, including through fostering coherent multi-stakeholder partnerships. The outcomes are phrased in language that describes a change both from the standpoint of those with claims (populations, including those facing vulnerabilities as right-holders), and also from those with obligations (duty-bearers, such as members of Government, the civil service, national/local institutions, employers and service providers). The innovation here is that the Partnership Framework aims not only to improve the supply-side (e.g., Government, service providers, etc.) but also to stimulate the demand-side (individuals, communities).

23. The Partnership Framework outcomes are based on: i) analysis of the root and underlying causes of development issues, often cross-cutting, such as inequalities and environmental degradation that make people vulnerable; ii) government priorities for development; and iii) an assessment of the comparative advantages of the United Nations in Zambia to help Zambia and its partners address selected causes. The outcomes are intended to address the various

²⁷ LCMS 2010.

vulnerabilities identified in Zambia, including through the Country Analysis and the 2014 global *Human Development Report*,²⁸ and to build resilience against them. Outcomes have indicators that make it possible to assess whether they are achieved or not. A set of transformative indicators of success will be used to measure change in the lives of people in selected districts with low Human Development Index (HDI) values. Using perception surveys, these indicators will illustrate the quality of life of people in those districts, where the United Nations plans to facilitate integrated interventions.

24. The eight Partnership Framework outcomes are:

<i>Vision 2030 Sectors Vision: Social Investment and Human Development</i>
Pillar 1: Inclusive Social Development
Transformative Indicator of Success: % of young people (15-35 years) who share the assertion that their future will be better than that of the previous generation
Outcome 1.1: By 2021, Government of Zambia and partners deliver equitable, inclusive, quality and integrated social services
Outcome 1.2: By 2021, marginalised and vulnerable populations demand and utilise quality and integrated social services
<i>Vision 2030 Sectors Vision: Economic Growth and Wealth Creation</i>
Pillar 2: Environmentally Sustainable and Inclusive Economic Development
Transformative Indicator of Success: % of youth (15-35 years) who state that they have viable choices for employment, as employers and as employees, and can make informed decisions about their future
Outcome 2.1: By 2021, productive sectors expand income-earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas
Outcome 2.2: By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods
<i>Vision 2030 Sectors Vision: Enabling Environment for Sustainable Social and Economic Development</i>
Pillar 3: Governance and Participation
Transformative Indicator of Success: % of young people (age 15-35) who state that they participate in Zambia’s democratic system and processes freely, and that they work for the people
Outcome 3.1: By 2021, the national statistical system generates and disseminates disaggregated data for evidence-based national development processes
Outcome 3.2: By 2021, national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery and economic growth that is based on reliable data
Outcome 3.3: By 2021, all people in Zambia, including women, youth and marginalised have equitable and effective participation in national and local democratic processes
Outcome 3.4: By 2021, all people in Zambia, including the large number of marginalised and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice and have equal opportunity under the law

²⁸ *Human Development Report 2014*.

Partnership Framework Logical Model

Zambia's Vision 2030: Zambians, by 2030, aspire to live in a strong and dynamic middle-income industrialised economy that provides opportunities for improving the well-being of all, embodying values of socioeconomic justice, underpinned by the principles of: i) gender-responsive sustainable development, ii) democracy, iii) respect for human rights, iv) good traditional and family values, v) positive attitude towards work, vi) peaceful coexistence and vii) private-public partnerships.

S
D
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Social Investment and Human Development [Vision 2030]

Enabling Environment for Sustainable Social and Economic Development [Vision 2030]

Economic Growth and Wealth Creation [Vision 2030]

The Partnership Framework Pillar 1: Inclusive Social Development

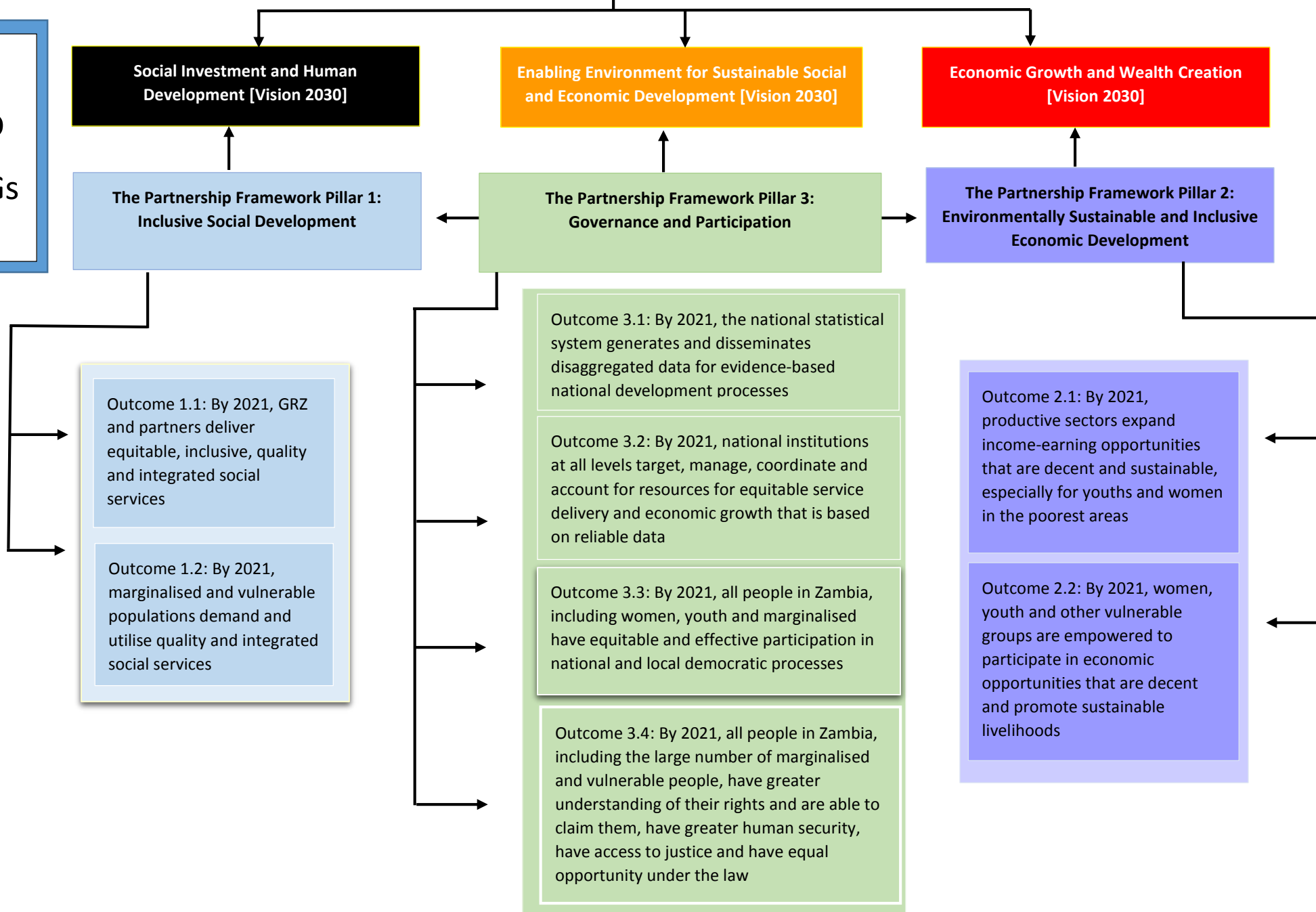
The Partnership Framework Pillar 3: Governance and Participation

The Partnership Framework Pillar 2: Environmentally Sustainable and Inclusive Economic Development

- Outcome 1.1: By 2021, GRZ and partners deliver equitable, inclusive, quality and integrated social services
- Outcome 1.2: By 2021, marginalised and vulnerable populations demand and utilise quality and integrated social services

- Outcome 3.1: By 2021, the national statistical system generates and disseminates disaggregated data for evidence-based national development processes
- Outcome 3.2: By 2021, national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery and economic growth that is based on reliable data
- Outcome 3.3: By 2021, all people in Zambia, including women, youth and marginalised have equitable and effective participation in national and local democratic processes
- Outcome 3.4: By 2021, all people in Zambia, including the large number of marginalised and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice and have equal opportunity under the law

- Outcome 2.1: By 2021, productive sectors expand income-earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas
- Outcome 2.2: By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods



Pillar 1: Inclusive Social Development for equitable human development across Zambia

Vision 2030 Sectors Vision: Social Investment and Human Development

Pillar 1: Inclusive Social Development

Transformative Indicator of Success: % of young people (15-35 years) who share the assertion that their future will be better than that of the previous generation

Outcome 1.1: By 2021, GRZ and partners deliver equitable, inclusive, quality and integrated social services

Outcome 1.2: By 2021, marginalised and vulnerable populations demand and utilise quality and integrated social services

The Vision

25. People are at the core of sustainable development and therefore at the foundation of this pillar. This is a fundamental shift from sectoral interventions to integrated investment in areas that will help develop a Zambia with a well-educated, healthy and aspirational population. Empowered individuals and resilient communities who claim their rights and demand quality services and service providers who are responsive and accountable are drivers to achieve equitable and sustainable human development across societies. The aim is to support Zambia to develop empowered and resilient human capital that drives sustainable development, and to break the cycle of poverty, disadvantage and vulnerabilities transmitted across generations. This pillar responds to various sector visions and goals under the Social Investment and Human Development section of Vision 2030.

What the Country Analysis Said

26. Healthy, educated and empowered people are the prerequisite of inclusive social development. Between 1980 and 2013, Zambia's HDI value increased from 0.422 to 0.561,²⁹ positioning the country at 141 out of 187 countries and territories. In spite of this progress, like many other countries in sub-Saharan Africa, Zambia's human development indicators have been disappointing. Zambia has high levels of inequality: when the HDI value of 0.561 is discounted for inequality, it falls to 0.365. Multidimensional poverty affects 62.8 per cent of the population, meaning that such households suffer overlapping deprivations, such as in education, health and living standards. A further 18.7 per cent of the population is at risk of falling back into poverty. These particularly vulnerable groups often do not experience improvements in their standard of living even when there is an overall national improvement because they have limited political participation, livelihood options and access to social services. Even when they do escape poverty, they can easily relapse when crises hit.

²⁹ *Human Development Report*, Human Development Index 2014 (data are for 1980 and 2013).

27. Zambia will not achieve its MDG target on reducing extreme poverty, which remains at 57.7 per cent in rural areas and 13.1 per cent in urban areas, reflecting barely sustainable livelihoods and limited economic opportunities. Initiatives around social protection have not yet been able to reach the majority of the people in need. For example, the scaled up Social Cash Transfer Programme reaches over 145,000 individuals, of whom 80 per cent are women, but pervasive inequalities that limit their access to, and control over, productive resources such as land, livestock, credit and modern technology mean that women still bear the brunt of poverty. The burdens of ill health and large family sizes further compromise the capacity of poor households to avoid cycles of poverty. Zambia's Gender Inequality Index (GII) value, which reflects gender-based inequalities in

reproductive health, empowerment and economic activity, is 0.611,³⁰ ranking the country 133 out of 149 countries. Only 11.5 per cent of Zambia's parliamentary seats are held by women, and 45 per cent of women have a secondary education or higher compared to 57 per cent of men. For every 100,000 live births, 398 women die from pregnancy-related causes, and the adolescent birth rate remains high at 141.2 births per 1,000 live births.³¹

28. There is an emerging overweight problem, particularly among women in Zambia.³² The population of obese women, with a body mass index over 25, increased from 12 per cent in 1992 to 19 per cent in 2007. This is leading to a rise in NCDs, including cardiovascular disease and diabetes among women. NCDs are estimated to account for 26 per cent of total deaths in Zambia. Between 2009 and 2011, diabetes cases quadrupled from 5,632 to 22,765, and cervical cancer cases rose from 394 to 1,545. Hypertension cases increased by 42 per cent (from 101,181 to 144,071) over the same period.

29. In summary, this analysis shows that among the majority of the poor in Zambia: (i) most parents have no or only primary education; (ii) they live mainly in rural areas (though poverty is also evident in urban areas); (iii) although their household may have access to an improved source of drinking water, proper sanitation is lacking; (iv) they have no access to electricity (especially in rural areas); (v) they suffer from malnutrition and food insecurity; and (vi) they

Leaving no one behind

The Batwa are an indigenous people who inhabit remote parts of the Luapula, Western and Southern provinces in Zambia. Historically discriminated against, marginalised and excluded from mainstream development processes, the Batwa experience significant obstacles to realising their human rights, including the right to education, health, food, water and sanitation, and adequate housing.

Challenges in obtaining National Registration Cards (citizenship certificates), sometimes based on discrimination, have a significant impact on the Batwa accessing social services, and participating in Zambia's economic and political life. As a result, their views and concerns remain unheard and excluded from decision-making processes.

In 2014, the United Nations in Zambia, in collaboration with the Office of the Vice President, increased public awareness about the Batwa people, and the discrimination and vulnerabilities they face. All people are entitled to fundamental human rights, including through a social protection floor. This is key to building resilient and empowered communities.

³⁰ *Human Development Report 2014* (data are for 2013).

³¹ ZDHS 2013.

³² National Food and Nutrition Commission 2011.

have limited access to quality and affordable health and education services. The result is that poverty in Zambia is transmitted from one generation to another, and it sustains harmful practices (e.g., child marriages, leading to teenage pregnancies, and often gender-based violence) in the absence of knowledge and understanding of alternative ways of living. Hardest hit are children, adolescents, young persons, indigenous people and women, who experience the greater burden of inequalities. Sustained investment with a laser focus on addressing the root causes of persistent vulnerabilities and sensitising rights-holders on their rights, and how to claim and access them, is the key to breaking this vicious cycle of poverty and inequality.

Rationale, Expected Results

30. A prerequisite for inclusive social development is advancing equity in society, which is possible only when well-being is improved and rights are enjoyed by all. It requires enhancing people's capability both to influence policies that affect their lives, and to manage shocks. Equally, the state requires the capacity to recognise the concerns of the vulnerable and to respond to them through appropriate interventions. Among other things, giving the poor and marginalised a greater voice in decision-making and opportunities for recourse when rights are violated or discrimination is encountered is central to human development. The achievement of basic human rights in line with sustainable development principles remains a key priority for the Government and the United Nations in Zambia. At the foundation of this pillar is the need to enhance resilience, and realise the rights of people in Zambia to quality, affordable, accessible, adequate and available social services, with a particular focus on the many who are marginalised from progress, and who have had no or only limited access to such services so far. The strategic niche of Pillar 1 lies in fostering renewed partnership with the Government and forging new partnerships with non-state actors, including civil society and the private sector, to exchange knowledge and promote models that have worked during the MDG era as well as to pilot initiatives that will guide Zambia on its way to sustainable development.

31. The Partnership Framework outcomes under this pillar aim to promote equity in policy frameworks, strategies and national development processes, and effectiveness and efficiency of systems, while in parallel ensuring that those who are marginalised from progress and vulnerable to socioeconomic hardship proactively demand and utilise a wide range of social services. In particular, **Outcome 1.1** is focused on enabling both the Government and non-state institutions, national systems and service providers to deliver social services to all, without discrimination in line with fundamental human rights principles. **Outcome 1.2** aims to empower those vulnerable and marginalised from social and economic progress by stimulating their demand for and access to: quality education, including higher education and life-long learning opportunities; equitable, quality and integrated health-care information and services; adequate food and nutrition, water and sanitation; adequate housing; and child and family welfare. It is focused on empowerment and the behavioural change of individuals to build resilient communities so as to sustain development gains through transferring ownership of and responsibility to claim their rights to the individuals themselves. This outcome will also support the objective of the UN Secretary-General's 2012 "Zero Hunger Challenge,"³³ an initiative

³³ The Zero Hunger Challenge is the UN Secretary-General's vision for a future where no person is hungry and all enjoy their right to food, where women are empowered, where priority is given to family farming, and food systems everywhere are made sustainable and resilient.

endorsed by the GRZ. Given the mandates and extensive experience of the UN agencies operating in Zambia, the United Nations maintains a strong comparative advantage in this pillar.

The United Nations' Response

Creating an enabling policy environment, and promoting targeted and adapted investments

32. Combined with high-quality integrated policy advice, the United Nations will offer technical support to: i) strengthen both public and private service delivery institutions; ii) build capacity of duty-bearers to deliver equitable social services; iii) create an enabling policy environment, including development of accountability structures and tools (e.g. scorecards on youth and gender) for greater transparency, responsiveness and accountability; iv) facilitate public-private sector dialogue and partnerships; v) promote strategic, targeted and adapted investments; vi) strengthen social protection systems and schemes; and vii) generate evidence, including effective, timely, reliable and disaggregated statistical data for better planning and budgeting at all levels, and for better understanding and monitoring inequalities and vulnerabilities, and tracking progress for the most marginalised and vulnerable groups.

Putting people first: mobilising and empowering communities

33. Putting people first is not just about having people-centred policies; it is about policies that people influence, so all members of society exercise their full rights and have a voice that is heard in developing policies and programmes. UN interventions will include social engagement to: i) improve knowledge, build capacity and empower communities; ii) amplify the voices of vulnerable and marginalised people, and influence behaviour change among both service providers and rights-holders; and iii) promote healthy behaviours and reduce harmful practices. The United Nations will partner with the Government as well as opinion-makers in communities, including traditional chiefs, community leaders, civil society, the media and religious bodies. Drawing on the expertise of different agencies and anchored in international norms, the United Nations will pilot integrated development support in selected districts.

Pillar 2: Environmentally Sustainable and Inclusive Economic Development: A road to a more equal and prosperous middle income Zambia

Vision 2030 Sectors Vision: Economic Growth and Wealth Creation

Pillar 2: Environmentally sustainable and inclusive economic development

Transformative Indicator of Success: % of youth (15-35 years) who state they have viable choices for employment, as employers and as employees, and can make informed decisions about the future

Outcome 2.1: By 2021, productive sectors expand income-earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas

Outcome 2.2: By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods

The Vision

34. Eradicating poverty by 2030 is the overarching objective of the sustainable development agenda, which Zambia has fully embraced in its Vision 2030. Pro-poor economic growth should lead to inclusive and equitable prosperity. In this sense, the equitability of an economy can be measured by the degree to which it meets the needs of its people, and by how sustainably and equitably it does so. This means going beyond averages to gauge how secure the economic benefits are and how well they are distributed; to measure how poverty and deprivation are declining and whether there are enough decent jobs and other economic opportunities; and to see whether or not social and livelihood protections are adequate to help individuals and societies to cope with adverse events. The thrust of this pillar therefore is promoting a Zambia where economic growth is inclusive; built on decent jobs, provision of rural economic opportunities, sustainable livelihoods and rising real incomes for all; and measured in ways that go beyond GDP and account for human well-being, sustainability and equity. This pillar contributes to various sector visions and goals under the Economic Growth and Wealth Creation section of Vision 2030.

What the Country Analysis Said

35. Zambia has achieved a stable macroeconomic environment as demonstrated in positive growth and single-digit inflation over the past 10 years. Real GDP growth averaged 6.4 per cent between 2005 and 2014, and inflation declined from 15.9 per cent to 7.9 per cent over the same period. Economic growth is skewed towards copper mining, however. The other main drivers of growth, including construction, wholesale and retail trade, agriculture, and transport and communication sectors, follow some way behind. Economic growth has not been labour-intensive, particularly in those sectors in which the poor tend to work. Zambia is urbanising rapidly but the majority of people (60 per cent) still live in rural areas where they depend on subsistence agriculture for their livelihood. Agriculture is, therefore, the sector with the most potential for driving broad-based and inclusive economic growth, followed possibly by manufacturing and trade within COMESA, SADC and East African Community (EAC) trading blocs.

36. In both rural and urban households, poverty levels are highest among female-headed households, with extreme poverty levels of over 60 per cent in rural areas and over 15 per cent in urban areas. Around 46 per cent of children and adolescents live in extreme poverty. Child

poverty is predominantly rural: 85 per cent of poor children live in rural areas. In urban areas, migrants and refugees are among the poorest households, particularly those in informal settlements in and around mining areas. By some measures, the situation is getting worse. The Gini coefficient, as a measure of income inequality, increased from 0.60 in 2006 to 0.65 in 2010. The richest 20 per cent of households in Zambia are responsible for 60 per cent of total expenditure, while the poorest 80 per cent share the remaining 40 per cent. Among working people, 90 per cent depend on the informal sector, increasing their vulnerability.

37. High unemployment levels and the pervasiveness of informal employment are core obstacles to poverty alleviation and decent work for most people in Zambia. Over time, formal sector employment has remained almost unchanged as a proportion of overall employment. Of the 5.9 million people in the labour force, only about 0.8 million are formally employed, with the remainder working in the informal economy or unemployed. Women and young people face vulnerabilities because they have limited access to employment: 17 per cent of women and 25 per cent of young people aged 15-24 in urban areas are unemployed, and of the 350,000 urban unemployed, over 60 per cent are women. Discriminatory legal provisions that restrict women's legal capacity have a direct bearing on women's income-earning capacities. For these reasons, women are employed in the informal or survival sectors where income is extremely low and unreliable, increasing their vulnerability to poverty and disease. In 2012, the urban youth unemployment rate (aged 15-35) stood at 17.2 per cent, 19.8 per cent for females and 14.3 per cent for males. Among youth, male unemployment is particularly high for the age group 20-24, while female unemployment is high for the age group 15-24, standing at over 25 per cent.³⁴ Child labour is a widespread problem in Zambia. According to recent International Labour Organization estimates, 41 per cent of 5-14 year olds (1.3 million children) are in child labour, and an estimated 1.4 million working children aged 5-17 are exposed to hazardous forms of child labour.³⁵

38. In terms of disaster resilience, Zambia is traditionally predominantly affected by disasters emanating from floods, droughts and cholera epidemics. In the recent past, cholera seems to have been brought under control, and there is no serious imminent threat of an epidemic. Floods and drought remain of major concern, however, connected to the two key dimensions of environmental sustainability in Zambia: climate change, and environment and natural resource management. Climate change impacts can be noted particularly in land-based activities. According to the Meteorological Department, there has been an increase in the frequency of extreme events such as floods and droughts in the last four decades, and increases in temperatures. In the past three decades, temperature has been climbing at 0.6⁰ Celsius per decade. Mean rainfall has decreased by 2.3 per cent³⁶ per decade, with shorter rainy seasons and more erratic rainfall events, leading to occasional droughts and floods in the last decade.³⁷ Climate-induced changes to physical and biological systems are already exerting considerable stress on the country's vulnerable sectors. Agriculture and food security, wildlife, forestry, water

³⁴ Labour Force Survey 2012.

³⁵ "Understanding Children's Work in Zambia," 2009, a study conducted by the ILO, United Nations Children's Fund (UNICEF) and World Bank.

³⁶ Ministry of Tourism Environment and Natural Resources of Zambia, 2008.

³⁷ Droughts in 1991-1992 and 2004-2005, and floods in 2006-2007 and 2009-2010.

and energy, health and infrastructure have been adversely affected, thereby impacting the economic, social and environmental dimensions of sustainable development efforts.

39. Forests still cover 66 per cent of Zambia's total land area, but are being depleted at the rate of 250,000-300,000 hectares per annum,³⁸ and 5.6 per cent of forest and other wooded land is heavily disturbed. One of the major challenges to natural resource management relates to ownership and management of land: 94 per cent is owned and managed by customary authorities, with only about 6 per cent being considered state land;³⁹ 24 per cent of forest land is in state hands.⁴⁰ In this situation, it is difficult to manage forests sustainably, or to mitigate or adapt to climate change. Customary land is increasingly deforested and degraded because it is under pressure for alternative uses. This is particularly so among the poor, especially women, who cannot secure land titles. In some areas of Lusaka, Central, Copperbelt, Northern, North Western and Southern provinces, environmental degradation arises from land clearance for agriculture, unsustainable charcoal production and mining operations. Zambia has also been losing wildlife, thereby compromising potential nature-based tourism.

40. In sum, the principal causes of environmental degradation include: high levels of poverty, which leave the majority of people, particularly in rural areas, dependant on natural resources for livelihoods; limited alternative energy sources perpetuating unsustainable charcoal production; high levels of economic growth with concomitant regulatory pressures, particularly in the mining, manufacturing and agricultural sectors; policy and institutional weaknesses, with inadequate monitoring and planning; inadequate information and limited public awareness; and operational and technology deficiencies, including, for example, inefficient and unsustainable agricultural practices.

Rationale and Expected Results

41. Transformation of business models for creating shared value and ensuring respect for human rights is essential to grow an inclusive and sustainable economy. Ensuring all people living in Zambia, including women, youth, persons with disabilities, the aged and migrants, have decent employment, social and livelihood protection, and access to financial services, will be a hallmark of the country's economic success. An enabled, responsible and profitable productive sector is vital for decent employment, inclusive growth and production of revenues for public sector investment. Zambia's rich natural resources present plentiful economic opportunities, which are not yet shared by all people in Zambia. Future exploitation of these resources should lead to shared prosperity among all people now living in Zambia and future generations.

42. Sustainable land management, responsible industries (mining, extractive sector) and access to energy and water are key for sustainable production, consumption and job creation. In Zambia, agriculture is widely accepted as a powerful tool for reducing rural poverty as it is considered four times more effective in raising incomes among the very poor than other sectors.⁴¹ Diversification of agriculture improves nutrition and food security; increases

³⁸ MDG Progress Report 2013.

³⁹ Ministry of Lands, Natural Resources and Environmental Protection 2015.

⁴⁰ ILUA Zambia 2005-2008.

⁴¹ International Food and Agricultural Organisation, 2014

employment; builds climate resilience and reduces disaster risks; and provides environmental services (such as through environmental and biodiversity protection and carbon sequestration). The Zambia–United Nations Sustainable Development Partnership Framework will aim to boost agriculture through diversification and climate-smart agricultural investments in order to ensure availability of a wide range of agricultural income-earning opportunities.

43. Under this pillar, the Government and the United Nations will, in partnership with the private sector, attempt to address persisting income inequalities, and improve the access of the large population currently marginalised from prosperity and economic opportunities to productive assets and sustainable livelihoods. **Outcome 2.1** is focused on supporting the duty-bearers (the Government and national institutions, private sector employers and service providers) in: i) inclusive labour and pro-poor economic policies and programmes; ii) access to finance through modern innovative technology, such as digital financial services; and iii) access to productive assets, environmentally friendly industries, natural resources and climate-smart investments. This outcome aims to address the policy and institutional challenges that currently curtail the growth of key productive sectors and limit equal participation of the large number of marginalised people, especially women and youth. **Outcome 2.2** intends to empower rights-holders, especially women, youth and other vulnerable groups, to demand and participate in economic opportunities that promote sustainable livelihoods. A transformative partnership with the Government, civil society and the private sector is key to successful achievement of these outcomes.

United Nations' Response

Support to strengthen systems and enhance policies

44. Building human resilience requires responsive and accountable institutions.⁴² The United Nations will provide advocacy and policy support to both the Government and private institutions to strengthen their capacity to: i) manage the extractive industry so that the revenue generated is increasingly allocated for social development and environment sustainability; ii) develop coherent and inclusive policy and legal frameworks; iii) make investments in climate initiatives, renewable energy and productive sectors; iv) develop and protect productive assets; v) support climate-smart agriculture; vi) promote responsible private sector investments in rural areas that are geared towards supporting economic and social empowerment of rural communities; and vii) modernise and diversify sustainable livelihoods for communities. It will also provide technical assistance and financial support for research and development, policy reforms and evidence-based decision-making. The United Nations will continue to provide support to national institutions in the area of disaster risk reduction, including capacity-building support for emergency preparedness. It will facilitate South-South cooperation, in particular for technology transformation.

Assisting communities to graduate from vulnerabilities to resilience

45. The United Nations in Zambia will work with the Government and non-state actors to build the capacity of communities to: i) access and use economic opportunities and sustainable

⁴² Human Development Report 2014.

financial services; ii) demand coherent policies and regulatory frameworks that empower vulnerable populations, especially youth and women (e.g. land ownership policies), including migrant labour; and iii) develop businesses, generate income and promote sustainable livelihoods. The United Nations will continue to support communities to access and use technologies and services for enhanced productivity, sustainability and resilience of poor farmers and production systems. Support will be provided to poor rural women to access and participate in more lucrative markets.

46. The United Nations' support to the private sector will focus on the development needs of medium and small enterprises, and their graduation from the informal to the formal sector. Rising from vulnerability to resilience requires collective as well as individual responsibility and accountability, and a change in mindset as well as a capacity to meet the needs of the present without compromising those of the future. The United Nations will work with opinion makers⁴³ in communities to educate individuals about prudent management of productive assets and finance in order to build their capacity to manage shocks and reduce risks.

⁴³ Including traditional chiefs, media members, and church and community leaders.

Pillar 3: Governance and Participation

Vision 2030 Sectors Vision: Enabling Environment for Sustainable Social and Economic Development

Pillar 3: Governance and Participation

Transformative Indicator of Success: % of young people (15-35 years) who state that they participate in Zambia's democratic system and processes freely, and that they work for the people

Outcome 3.1: By 2021, the national statistical system generates and disseminates disaggregated data for evidence-based national development processes

Outcome 3.2: By 2021, national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery and economic growth that is based on reliable data

Outcome 3.3: By 2021, all people in Zambia, including women, youth and marginalised have equitable and effective participation in national and local democratic processes

Outcome 3.4: By 2021, all people in Zambia, including the large number of marginalised and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice and have equal opportunity under the law

The Vision

47. The Governance and Participation pillar envisions a Zambia where laws and institutions protect human rights and fundamental freedoms; where duty-bearers are more transparent and accountable; where all are free from fear and want, violence and discrimination; and where those sections of the population that exist at the margins of socioeconomic progress effectively participate in national development, including democratic processes. Participatory democracy, peaceful and inclusive societies with empowered women and men, and adherence to the rule of law and international human rights norms and standards are the essence of sustainable development. This pillar, therefore, underpins and enables the other two Partnership Framework pillars. This pillar will support various sector visions and goals under the Enabling Environment for Sustainable Social and Economic Development section of Vision 2030.

What the Country Analysis Said

48. The political and human rights situation in Zambia is generally described as stable despite fairly isolated incidents of political violence, in particular during or after elections. Zambia has managed political transitions well through largely peaceful democratic processes (five peaceful elections since the multiparty system was introduced in 1991) and has remained at peace for the 50 years since Independence. Its effort in undertaking public service reform is noteworthy: institutions, policies, plans and strategies aimed at effectively delivering services exist. According to the 2014 Ibrahim Index of African Governance, Zambia made progress from 2001 to 2013 in participation in free and fair executive elections; political participation; effective power to govern; and political rights (moving from a score of 40.5 to 69.5). When gender is analysed as one of the indicators within the Participation and Human Rights governance index, however, Zambia ranks 29th of 52 African countries.

49. As part of public sector reform, the Government has introduced a Public Financial Management Reform Strategy, a National Decentralisation Policy and a National Strategy for the

Development of Statistics. Inadequate information and disaggregated data, and limited use of available data to inform planning, programming, monitoring, budgeting and expenditure frameworks remain challenges. The current National Statistical System is limited in its capacity for coordination and harmonisation of statistical data production, with an increasing number of entities proliferating in the collection of data. Ineffective pro-poor policy planning and implementation, and inadequate transparency, rule of law and public accountability frameworks have continued to undermine achievement of development results. The Auditor General's Report 2013 showed recurrent audit queries in 86 of the 130 audits undertaken that year.

Furthermore, there is generally low public participation in national and democratic processes, which further weakens accountability for public resources, and has hampered effective delivery of key social services.

50. Zambia is currently revising its Constitution. In 2014, a Legal and Justice Sector Reforms Commission was constituted. There remain contradictions in the legislative environment, including incongruence between statutory and customary laws, which present challenges in the implementation of international instruments. Other pervasive rights-related development challenges include inequalities in the participation of men, women and youth in leadership and gainful economic activities. Although women made up 52 per cent of those voting in the 2011 general elections, their numbers are low in political decision-making both at local council level (6.3 per cent) and parliamentary level (11.4 per cent).

Where some are more equal than others...

In 2011, the UN Special Rapporteur on Violence Against Women, its causes and consequences noted that gender inequality in Zambia is prevalent in many sectors, and is reflected in the low status and limited opportunities for women and girls. In addition to poverty, cultural and traditional practices continue to infringe on the rights of women and girls. Some customary practices that contribute to discrimination against women and fuel violence include sexual cleansing, initiation ceremonies that indoctrinate young women to be submissive to male domination, early marriages, malobola or lobola (bride price), and polygamy.

The Country Analysis noted: "Women and girls in Zambia, at all income levels and across all education levels, continue to suffer a variety of forms of violence including battery, sexual abuse and exploitation, rape, defilement and incest. Physical and sexual violence against women and girls is one of the most pervasive means by which gender inequalities are manifested and this has a strong nexus with the social, economic and cultural situation of women. These violent crimes against the female population have been reported from girl babies through all ages up to women in their 90s. Urban areas, and especially Lusaka province, tend to have higher levels of women experiencing both physical and sexual violence. However, the actual number of cases of violence against women in rural areas could be higher as reporting of such cases in urban areas is likely to be higher than in rural areas. In 2014 alone, 15,153, cases of Gender Based Violence and crime were recorded. Out of them Violence Against Women and girls were 11,288 (Per day 31 girls and women faced violence)." (Data compiled by the Zambia Police)

51. Zambia has ratified the main UN human rights conventions, but the challenge remains to bridge the implementation gap. There are significant levels of violence and injustice, and often multiple and hidden forms, which span all levels of society. Inequalities in gender, the rural-urban divide, educational attainment and employment opportunities, and high levels of poverty are all contributing factors. Lack of employment opportunities and hope among the growing youth population in particular, coupled with limited social protection mechanisms, pose the risk of instability, crime and social breakdown.

52. Breaking this cycle of vulnerabilities requires a strategic shift that cuts across the three dimensions of sustainable development: inclusive social development, inclusive economic development and environmental sustainability, which are underpinned by peace and security. It is through the cross-cutting pillar of governance that an enabling environment can be created for duty-bearers to become more accountable and rights-holders to demand and claim their rights. This is possible when the duty-bearers are held accountable by empowered and educated rights-holders who are sensitised on how to claim their rights, supported by evidence on the magnitude and manifestations of existing inequalities and vulnerabilities.

53. Groups currently marginalised from socioeconomic progress will, once sensitised, be better able to choose or elect duty-bearers who will address their vulnerabilities and bring them into the mainstream of growth. They will be better able to demand their say in decentralised decision-making and to demand accountability in fiscal devolution. This will in turn strengthen local institutional capacities that have been major bottlenecks in decentralisation and in implementation of development programmes. It should create an enabling environment that embraces the rule of law, legislative reform and accountability in line with international standards and human rights principles. This vision brings both duty-bearers and rights-holders together in symbiotic transformation.

Rationale and Expected Results

54. Effective governance requires that public institutions at all levels be inclusive, participatory and accountable to the people. An enabling environment under the rule of law is needed for the free, active and meaningful engagement of civil society, reflecting the voices of women, youth, indigenous people and other groups at the margins of socioeconomic progress. Access to fair justice systems, strong measures to combat harmful practices (e.g. polygamy, bride price, child marriage, widow inheritance, defilement of babies) and corruption, and safeguards to protect human security are integral to sustainable development. Access to information, and freedom of expression, assembly and association are enablers of sustainable development. Availability of quality information and disaggregated data is essential for stronger monitoring and accountability systems that can provide local level data to be used in evidence-based public decision-making processes. Governance challenges in Zambia remain across political, economic and social spheres.

55. To address these challenges there is a need for transformation across systems and society. Work under this pillar will support: (i) reviews of legislation (both statutory and customary) in line with international human rights standards and norms, and then the effective implementation of laws; (ii) institutional strengthening to address corruption and enhance transparency; and (iii) advocacy to stimulate all people in Zambia to demand and access justice and fully enjoy their rights. As in the two other pillars, bringing about transformation will require building strong partnerships (e.g. with traditional leaders, civil society and communities, especially to curb harmful cultural and traditional practices) in order to bring about changes in mindset and behaviour of both duty-bearers and rights-holders.

56. **Outcome 3.1** is focused on improving transparency through strengthening the national statistical system in order to generate evidence and disaggregated data for national development processes. **Outcome 3.2** will support strengthening institutions at all levels for

equitable service delivery, sustainable economic growth and environmental protection. This means enabling public institutions to target, manage, coordinate and account for resources, including natural resources. All levels of democratic institutions, from national to district level, need wider representation, particularly from women and youth, to enable comprehensive representation of the interests of all sectors of society. **Outcome 3.3** aims for all, especially women, youth and marginalised populations, to have increased capacity to participate equitably and effectively in democratic processes at all levels. **Outcome 3.4** is focused on enabling all, especially those who are marginalised and vulnerable, to claim their rights by improving their understanding of fundamental human rights.

United Nations' Response

Generating evidence and use in strengthening policies, institutions, systems and programmes

57. Effective and participatory monitoring for greater transparency and accountability needs good real-time, disaggregated evidence by geographic location, age, gender and wealth quintile. The United Nations will provide technical support to: i) revise the legislative framework, defining the mandate of the National Statistical System; ii) build the National Statistical System's capacity to develop clear statistical indicators relevant to various sectors; iii) advocate for consistent allocation and utilisation of resources to generate consistent quality data collection, to undertake analysis and to disseminate disaggregated data; iv) assess existing gaps and challenges in current systems for public administration reforms; v) effectively plan, implement and measure results; and vi) strengthen legislative, coordination, institutional and accountability frameworks.

Empowering all, especially vulnerable and marginalised people to claim their rights

58. Equality, human dignity, justice, fundamental human rights and social progress are the prerequisite for larger freedoms. The United Nations in Zambia will provide support to both duty-bearers and rights-holders, especially those who are marginalised and vulnerable, to live the vision of the UN Charter. United Nations support will include: i) technical assistance to monitor and report on human rights and the status of implementation of international human rights obligations; ii) policy advice and technical assistance to revise and harmonise statutory and customary legislation according to international human rights norms and standards; iii) policy advocacy to promote freedom of opinion, expression and access to information; and iv) policy advice and technical support to implement legal and judicial reform. It will also provide support to build the capacities of: i) parliamentarians and their secretariats to discharge their civic duties; ii) civil society to enable them play their role as intermediaries and advocates; and iii) marginalised and vulnerable people to enable them to participate in national democratic and development processes as well as to claim their rights and seek legal recourse when they encounter discrimination or violations of their rights.

Partnership, Values and Principles: A New Business Model

“Ambition never comes to an end.”

H.E. Kenneth Kaunda, First President of Zambia

59. In 2014, Zambia and the United Nations celebrated 50 years of strong relations and partnership that has promoted peace and development in the African continent and around the world. This is a sound background against which to build a revitalised and strengthened partnership that fully contributes to the global sustainable development agenda and to Zambia’s own national development. This premise has guided the design of the Zambia–United Nations Sustainable Development Partnership Framework, which will be implemented in a transparent, evidence-based and participatory manner. This new business model will strengthen national ownership and alignment of activities with national priorities through enhancing its results orientation and using Zambia’s own systems, increasing transparency and mutual accountability. The GRZ and the United Nations in Zambia will renew their long-standing relationships, consolidate their partnerships with other Cooperating Partners, and forge new and inclusive partnerships with civil society, the private sector and other national actors in delivering the Zambia–United Nations Partnership Framework. Specifically, the following Basis of Relationships will guide the implementation:

Whereas the Government of Republic of Zambia (hereinafter referred to as “the Government”) has entered into the following:

- i) WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement, SBAA), which was signed by both parties on 14 October 1983. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of “execution” and “implementation” enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the United Nations Development Group (UNDG) simplification and harmonisation initiative. In light of this decision this Partnership Framework together with a work plan (which shall form part of this Partnership Framework, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.
- ii) With the United Nations Children’s Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 1 September 1994.
- iii) With the Office of the United Nations High Commissioner for Refugees (UNHCR), covered under the UNDP country agreement with the Government of Zambia since October 1983, but present in the country since 1967. UNHCR assistance to the Government shall be subject to the availability of necessary funds to UNHCR.
- iv) With the World Food Programme (WFP) a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 27 December 1967.

- v) The Basic Agreement concluded between the Government and UNDP on 14 October 1983 (the “Basic Agreement”) *mutatis mutandis* applies to the activities and personnel of the United Nations Population Fund (UNFPA), in accordance with the agreement (concluded by an exchange of letters) between UNFPA and the Government which entered into force on 17 May 2002. This Partnership Framework together with any work plans concluded hereunder, which shall form part of this Partnership Framework and is incorporated herein by reference, constitutes the Project Document as referred to in the Basic Agreement.
- vi) With the Food and Agriculture Organization (FAO) of the United Nations the Agreement for the opening of the FAO Representation in Zambia on 19 September 1978 stipulates that any technical assistance provided by FAO from its own budgetary resources shall be covered by specific agreements between the Government and the Organization.
- vii) With regard to the International Fund for Agricultural Development (IFAD), assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of IFAD’s governing structures.
- viii) With regard to the International Labour Organization (ILO), assistance to the Government shall be made available and shall be furnished and received in accordance with the Memorandum of Understanding signed between the ILO and the Government of Zambia on 11 December 2013 for the implementation of the Decent Work Country Programme.
- ix) With regard to the United Nations Joint Programme on AIDS (UNAIDS), assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the Programme Coordinating Board of UNAIDS and decisions of the UNAIDS Executive Director and subject to the availability of the necessary funds to UNAIDS.
- x) With regard to the World Health Organization (WHO), a specialised agency of the United Nations, assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and the core functions of the organisation as approved by WHO’s governing bodies and member states. The key work of WHO is outlined in the Country Cooperation Strategy and the 12th Global Program of Work for technical cooperation.
- xi) With regard to the United Nations Economic Commission for Africa (UNECA), assistance to the Government shall be made available on demand (and as resources may allow) and shall be furnished and received in accordance with the relevant and applicable resolutions and decision of the UNECA’s governance structure.
- xiii) With regard to the International Organization of Migration (IOM), assistance to the Government shall be made available and shall be furnished and received in accordance with the Co-operation Agreement concluded between the Government of the Republic of Zambia and the IOM on 18 August 2004.
- xii) With regard to all other agencies, assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decision of the competent UN system agency’s governance structure.

The Partnership Framework will, in respect of each of the United Nations system agencies and international organisations signing, be read, interpreted and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency or international organisation and the Host Government, as well as the 1946 Convention on the Privileges and Immunities of the United Nations and the 1947 Convention on the Privileges and Immunities of the Specialised Agencies, to which Zambia succeeded on 16 June 1975.

One Programme Management and Accountability Arrangement

60. The Partnership Framework will be operationalised through annual joint work plans (JWPs) that will set out in more detail the contributions needed to achieve the eight outcomes. The joint work plans will also provide further clarity on accountability for respective UN agencies, and spell out roles of the Government and other partners in achieving shared results. For the first time, the Government and the United Nations have agreed on a joint “Delivering as One” governance structure to advance “Delivering as One” implementation in Zambia. A Joint Zambia–United Nations Partnership Committee will ensure that Partnership Framework implementation remains aligned with national priorities in line with the Paris Principles, and the efficiency and effectiveness of programmes.

The programme will be nationally executed under the overall coordination of the **Ministry of Development Planning, Office of the Vice President**. Government ministries, non-governmental organisations (NGOs), international non-governmental organisations (INGOs), UN system agencies and international organisations will implement programme activities. The Partnership Framework will be made operational through the development of annual JWPs, which describe the specific results to be achieved and will form an agreement between the UN in Zambia and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed Partnership Framework and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the Partnership Framework and joint or agency-specific work plans and/or project documents.ⁱ

ⁱ In the case of UNDP, the Government Coordinating Authority will nominate the Government Cooperating Agency directly responsible for the Government’s participation in each UNDP-assisted annual work plan (AWP). The reference to “Implementing Partner(s)” shall mean “Executing Agency(s)” as used in the SBAA. Where there are multiple implementing partners identified in an AWP, a Principal Implementing Partner will be identified who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the AWP to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the AWP.

All cash transfers to an Implementing Partner are based on the work plans (WPsⁱⁱ) agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in WPs can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - i) prior to the start of activities (direct cash transfer),
 - ii) in installments during implementation, or
 - iii) after activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorised expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorised amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UNⁱⁱⁱ Implementing Partner.

A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

ⁱⁱ Refers to Results Groups' or agency specific annual, biannual or multiyear work plans.

ⁱⁱⁱ For the purposes of these clauses, "the United Nations" includes the international financial institutions and the International Organization for Migration.

Common Budgetary Framework and Investment Plan

61. For the first time, and as required by the strengthened “Delivering as One” guidelines, all projects and activities undertaken by the United Nations in Zambia are being brought together under the umbrella of the Partnership Framework in the “One Programme,” consisting of the Partnership Framework Results and One Joint Annual Work Plan. In other words, during the lifetime of the Partnership Framework, no activities or projects will take place outside the scope of the agreed outcomes. The United Nations in Zambia is for the first time setting out a **Common Budgetary Framework (CBF)** to outline the resources—time, people, skills, funding—required to deliver the desired strategic outcomes in this Partnership Framework. Each agency is part of drawing up the CBF according to its unique mandate and comparative advantage.

62. The CBF will be accompanied by a **Partnership Framework Investment Plan**. Transformation is more than a list of activities delivered sequentially, and investment is more than resource mobilisation. Transformation requires sustained investment over time focused on generating solid returns. Those returns must be measurable, in this case not in terms of monetary profit, but as transformative impact. Transformative impact means that each stage of transformation can catalyse the next and be leveraged for wider cross-cutting purposes. To achieve a complex transformation in a particular sector bringing the expected return on the investment—such as an increase in employment of women in decent jobs—the catalytic activity at the start of the chain and the investment required for it to occur may need to take place in an entirely different sector. This will be reflected in the Investment Plan.

63. Agencies leverage their own existing funding partnerships and core resources and bring those in as contributions to the United Nations in Zambia in the CBF and Investment Plan, enabling gaps to be identified. Potential investment partners—public or private sector, domestic or international—will be approached on the basis of the collective picture and along the lines of their own areas of interest and specialisation, not only to provide investment but also to help shape the interim outcomes and the range of interventions.

64. The CBF (Annex 2) and Investment Plan, combined with the One Annual Results Report, will for the first time enable the Government to see the extent of the resources mobilised by the United Nations in Zambia for sustainable development activities and projects. This will contribute to transparency, accountability, better forward planning and better communication with partners and stakeholders. The indicative required resources for achieving the results outlined in the Partnership Framework amount to some US\$ 806 million.⁴⁴

⁴⁴ The estimate excludes IFAD. As an international financial institution, IFAD provides loans to the Government for the implementation of multi-annual investment projects. As such, it will not be part of the CBF.

The UN system agencies will provide support to the development and implementation of activities within the Partnership Framework, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to NGOs (and civil society organisations) as agreed within the framework of the individual WPs and project documents.

Additional support may include access to UN organisation-managed global information systems, the network of the UN system agencies' country offices and specialised information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialised Agencies, Funds and Programmes.

The UN system agencies shall appoint staff and consultants for programme development, programme support and technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the Partnership Framework. These budgets will be reviewed and further detailed in the work plans (WPs) and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be reallocated to other programmatically equally worthwhile activities.

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner at the beginning of each quarter.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner, or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 10 working days.

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where the UN system agencies provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

Risks and Mitigation Strategy

*"Yes, risk taking is inherently failure-prone. Otherwise, it would be called sure-thing-taking."
Tim McMahon*

65. The Zambia–United Nations Sustainable Development Partnership Framework has been designed with the ambition of achieving transformational development results, which are a prerequisite for equitable, sustainable development. The design is based on the premise that such shared and impactful results can only be achieved through fostering innovative multisectoral partnerships that are committed to long-term development investments. The very nature of such a transformative approach brings risks to be managed and actively mitigated for a successful delivery.

66. The Partnership Framework outcomes describe the intended changes in development conditions over six years that will result from the United Nations in Zambia working together, and in collaboration with the Government and other development partners. Their achievements depend on the commitment and actions of multiple partners, including government, civil society, private sector and cooperating partners.

67. Overarching assumptions for the successful implementation of the Partnership Framework are:

- i) Government policies and priorities will align with the global sustainable development agenda through localising the SDGs (e.g. for poverty eradication, gender equality, inclusive growth);
- ii) sufficient financial resources will be raised to implement the Partnership Framework, including sufficient funding for advancing the “Delivering as One” initiative; and
- iii) high-quality expertise within agencies and in the UN Resident Coordinator’s Office can be deployed in time.

68. Overarching risks also include capacity gaps within government and other institutions, including the high turnover or change of senior staff, and global economic problems that may affect development financing as well as growth and economic development at the national level. The Joint Zambia–United Nations Partnership Committee will provide leadership in ensuring potential risks are mitigated and measurable results are achieved.

Monitoring and Evaluation

69. Stronger monitoring and evaluation (M&E) mechanisms will enable One Programme stakeholders to compare actual progress against expected results. The Partnership Framework has a Results and M&E Matrix with a set of performance indicators at outcome levels as well as indicators on achievement of transformational results. The successive annual JWPs that will flow from the Partnership Framework will have a set of performance indicators at output levels.

70. The primary responsibility for evaluating One Programme performance lies with the Joint Partnership Committee and the UNCT. An M&E calendar (Annex 3) provides in detail the major M&E activity schedule for the Partnership Framework cycle. The key M&E elements of the One Programme are:

- i) **Mid-term review of the Partnership Framework:** A mid-term review will be conducted by end 2018. This will allow the Joint Partnership Committee to take stock, identify bottlenecks and adjust the results framework if required.
- ii) **Annual review leading to the One Annual Progress Report:** Each annual JWP will have concrete, measurable and time-bound outputs with specific activities that provide clear, normative and operational linkages, and enable the United Nations and partners to establish attribution of the United Nations in Zambia's contribution to national priorities for purposes of accountability. The Joint Partnership Committee will lead the annual process of assessing progress towards One Programme outcomes. This annual review will help generate a One Annual Progress Report on the Partnership Framework, and inform the development of the next annual JWP. Through the CBF and Investment Plan, cost effectiveness and value for money will also be ensured.
- iii) **One Programme evaluation:** In addition to regular monitoring, the Joint Partnership Committee will commission an evaluation of the One Programme in the penultimate year of the programme cycle to assess progress towards the outcomes of the Partnership Framework, and the United Nations' overall efficiency, effectiveness and relevance. The evaluation will be undertaken from a gender and human rights perspective and as per the norms and standards of the United Nations Evaluation Group (UNEG), to assess the relevance of the One Programme outcomes, the effectiveness and efficiency by which they are being achieved, and their sustainability and contribution to country needs and priorities. This will feed into the development of the new programme cycle.

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/contracts with the UN system agencies;
2. programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring; and
3. special or scheduled audits. Each UN organisation, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

Where an assessment of the Public Financial Management system has confirmed that the capacity of the Supreme Audit Institution (SAI) is high, and it is willing and able to conduct scheduled and special audits:

The SAI may undertake the audits of Government Implementing Partners. If the SAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission the audits to be undertaken by private sector audit services.^{iv}

Where no assessment of the Public Financial Management Capacity has been conducted, or such an assessment identified weaknesses in the capacity of the SAI, the audits will be commissioned by the UN system agencies and undertaken by private audit services.

^{iv} Seen through a South-South lens, the capacity assessment process presents an opportunity to identify capacity assets that a particular country could offer to other developing countries, and the capacity gaps that could be filled by other developing countries. For UNDP, the audit of NGO or nationally implemented projects can be assigned to the national SAI only on the condition that the institution has a demonstrated capacity to carry out the audits in an independent manner. To this effect, the Office of Audit and Investigations (OAI) has made available on its Intranet site guidance on the assessment of SAIs along with a questionnaire that will need to be properly completed, signed and communicated to OAI to support that due diligence has been exercised prior to opting to have such audits undertaken by the national SAI. Please refer to the OAI Intranet site for further details.

Commitments of the Government

71. The Government of the Republic of Zambia has the overall responsibility for the coordination and orientation of all activities and programmes aimed at achieving the national development objectives and goals as stipulated in the National Vision 2030. This is in line with the commitments agreed upon in the 2005 Paris Declaration (and reaffirmed in the 2008 Accra Agenda for Action). The Government has taken a lead role in designing the Partnership Framework and is committed to continued leadership throughout the implementation period.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this Partnership Framework and will cooperate with the UN system agencies including in: encouraging potential partner governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in Zambia; and permitting contributions from individuals, corporations and foundations in Zambia to support this programme, which will be tax exempt for the donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the UN system (as stated in the International Civil Service Commission (ICSC) circulars).

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in Chapter 3, paragraph 59 above in the section on the Basis of the Relationships.

The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations Agencies and the Convention on the Privileges and Immunities of the Specialised Agencies to the Agencies' property, funds and assets, and to its officials and consultants. In addition the Government will accord to the Agencies and their officials, and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. The Government will be responsible for dealing with any claims which may be brought by third parties against any of the Agencies and its officials, advisors and agents. None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

- i) Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organisations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.
- ii) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13 February 1946, or the Convention on the Privileges and Immunities of the Specialised Agencies of 21 November 1947, as applicable, and no provisions of this *Note Verbale* or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

A standard Fund Authorisation and Certificate of Expenditures (FACE) report, reflecting the activity lines of the WP, will be used by Implementing Partners to request the release of funds, or to secure the agreement that [UN organisation] will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilisation of cash received. The Implementing Partner shall identify the designated official(s) authorised to provide the account details, and request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner. Similar formats to the FACE can be used by some specialised UN Agencies having specific reporting formats within their partners' agreements, such as UNHCR, but with the same function and for the same purpose.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the WPs only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the WPs, and ensuring that reports on the utilisation of all received cash are submitted to [UN organisation] within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of INGO/civil society organisation and intergovernmental organisation (IGO) Implementing Partners cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the WPs, and ensuring that reports on the full utilisation of all received cash are submitted to [UN organisation] within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from [UN organisation] will provide the UN system agency or its representative with timely access to:

- i) all financial records that establish the transactional record of the cash transfers provided by [UN system agency], together with relevant documentation; and
- ii) all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and [UN organisation]. Each Implementing Partner will furthermore:

- i) receive and review the audit report issued by the auditors;
- ii) provide a timely statement of the acceptance or rejection of any audit recommendation to the [UN organisation] that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to [UN organisation];
- iii) undertake timely actions to address the accepted audit recommendations; and
- iv) report on the actions taken to implement accepted recommendations to the UN system agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

ANNEXES

Annex 1: Results Matrix

PILLAR 1: INCLUSIVE SOCIAL DEVELOPMENT								
NATIONAL VISION 2030 : Social Investment and Human Development								
UN AGENCIES	INDICATORS (Baseline, target, means of verification)			RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD			
OUTCOME 1.1: BY 2021, GOVERNMENT AND PARTNERS DELIVER EQUITABLE, INCLUSIVE, QUALITY AND INTEGRATED SOCIAL SERVICES					Total	Core resources	Regular resources	To be mobilised
					317,488	18,916	138,429	160,143
WHO, UNICEF, UNFPA, UN-HABITAT, WFP, UNESCO, ILO, IOM, UNHCR, UNAIDS, UNODC	Proportion of the population with access to safe drinking water (rural, urban)	63%(T), 47%(R); 89 %(U) (2013/14)	80%	JMP, ZDHS, LCMS	Risks Government investments in the social services sector diminishes Political instability Assumptions Targeting of resources is done in a transparent and equitable manner	Major partnerships <ul style="list-style-type: none"> • Government—key ministries Ministry of Development Planning, Office of the Vice President • Ministry of Health • Ministry of Community Development • Ministry of Higher Education • Ministry of General Education • Ministry of Local Government and Housing • Ministry of Gender Ministry of Chiefs and Traditional Affairs • Ministry of Mines • Ministry of Energy and Water Development • National Food and Nutrition Council • Disaster Management and Mitigation Unit 		
	Proportion of grade 1 entrants with 1-3 years of organised pre-schooling	14.7% (2013)	30%	EMIS, LCMS				
	HIV incidence rate	Females 15-24: 4.8% (2013/14) Males 15-24: 4.1% (2013/14)	<75% reduction	ZDHS, UNAIDS Spectrum Estimates				
	Proportion of pregnant women	40% (2014)	90%	HMIS				

PILLAR 1: INCLUSIVE SOCIAL DEVELOPMENT						
NATIONAL VISION 2030 : Social Investment and Human Development						
UN AGENCIES	INDICATORS (Baseline, target, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD
	living with HIV who are on antiretroviral therapy (ART)					Civil society organisations Cooperating Partners Bilateral and multilateral donors Private sector
	Proportion of children 0-14 living with HIV who are on ART	41% (2014)	90%	HMIS		
	Ratio of population accessing planned urban and rural settlements	35% (2010)	60%	CSO Census, UN-Habitat State of African Cities Report		
	Stunting rate	40% (2013/14)	30%	ZDHS		
	Proportion of births attended by skilled health personnel	64% (2013/14)	80%	ZDHS		
	Proportion of learners at or above minimum standard of achievement in Grade 5 national assessments	<u>English</u> boys/girls: 32.01%/33.23% (2014) <u>Mathematics</u> boys/girls	40% 42%	Education Statistical Bulletin		

PILLAR 1: INCLUSIVE SOCIAL DEVELOPMENT									
NATIONAL VISION 2030 : Social Investment and Human Development									
UN AGENCIES	INDICATORS (Baseline, target, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD			
	(English/mathematics)	36.05%/35.64% (2014)							
OUTCOME 1.2: BY 2021, MARGINALISED AND VULNERABLE POPULATIONS IN ZAMBIA DEMAND AND UTILISE QUALITY AND INTEGRATED SOCIAL SERVICES						Total	Core resources	Regular resources	To be mobilised
						155,337	10,232	66,636	78,469
UNFPA, WHO, UNICEF, WFP, UNDP, UNESCO, ILO, IOM, UNAIDS, UNHCR, UNODC	Adolescent(15-19) birth rate	141 (2013/14)	131	ZDHS	Assumptions Communities are receptive to a change to sustained positive behaviour Predictable financing arrangements	Major partnerships Government—key ministries <ul style="list-style-type: none"> Ministry of Development Planning, Office of the Vice President Ministry of Health Ministry of Community Development Ministry of Higher Education Ministry of General Education Ministry of Local Government and Housing Ministry of GenderMinistry of Chiefs and Traditional Affairs National Food and Nutrition Council Disaster Management and Mitigation Unit Civil society organisations			
	Modern contraceptive prevalence rate in women of reproductive age (15-49 years)	45% (2013/14)	58%	ZDHS					
	Completion rate at grades 9 and 12 (boys/girls)	<u>Grade 9:</u> 65.9%/57.1% (2013) <u>Grade 12</u> 34.1%/27.9% (2013)	75%/68% 40%/35%	EMIS					
	Proportion of population with	(2013/14) 39% (U)	50%	ZDHS, JMP					

PILLAR 1: INCLUSIVE SOCIAL DEVELOPMENT						
NATIONAL VISION 2030 : Social Investment and Human Development						
UN AGENCIES	INDICATORS (Baseline, target, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD
	access to improved sanitation (urban, rural)	20% (R)				Cooperating Partners Bilateral and multilateral donors Private sector
	Proportion of adolescents (age 15-24) who were tested for HIV in the past 12 months and received the results of the last test	Males 15-24: 28.6% Females 15-24: 42.7% (2013/14)	50%/50%	ZDHS		
	Children under 6 months who are exclusively breastfed	73% (2013/14)	80%	ZDHS		
	% of women aged 25-49 who married before the age of 18	45% (2013/4)	Diminished by 10%	ZDHS		
	Coverage of children fully immunised by one year of age	68% (2013/14)	80%	ZDHS		
	PMTCT coverage	86%	95%	HMIS		

PILLAR 2: ENVIRONMENTALLY SUSTAINABLE AND INCLUSIVE ECONOMIC DEVELOPMENT									
NATIONAL VISION 2030 : Economic Growth and Wealth Creation									
UN AGENCIES	INDICATORS (Baseline, targets, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD			
OUTCOME 2.1: BY 2021, PRODUCTIVE SECTORS ⁴⁵ EXPAND INCOME-EARNING OPPORTUNITIES THAT ARE DECENT AND SUSTAINABLE, ESPECIALLY FOR YOUTHS AND WOMEN IN THE POOREST AREAS						Total	Core resources	Regular resources	To be mobilised
						124,411	6,920	57,601	59,886
UNDP, ILO, FAO, WFP, UNHCR, IFAD, ⁴⁶ UNECA, IOM, UNEP	Percentage of working population contributing to social security scheme	14.5% (2012)	35%	Labour Force Survey	Assumptions Stable macro-/micro-economic environment Private sector incentives are harmonised	Major partnerships Government—key ministries <ul style="list-style-type: none"> Ministry of Finance Ministry of Development Planning, Office of the Vice President Ministry of Commerce, Trade and Industry Ministry of Agriculture and Livestock Ministry of Mines Ministry of Energy and Water Development Ministry of Lands, Natural Resources and Environmental Protection Ministry of Tourism and Arts Ministry of Gender Ministry of Labour and Social Security Ministry of Youth and Sports Zambia Environment Management Agency 			
	Formal sector employment as % of employed population	15.4% (2012)	27	Labour Force Survey					
	Proportion of working poor in the labour force	37.5% (2012)	27.6 %	Labour Force Survey					
	Total value added (% of GDP) by the productive sectors (agriculture, manufacturing, energy, construction, tourism and mining)	<u>Agriculture:</u> 8.9% <u>Manufacturing:</u> 7.5% <u>Energy:</u> 2% <u>Construction:</u> 14% <u>Tourism:</u> 1.4% <u>Mining:</u> 6.5%	<u>Agriculture:</u> 9.9% <u>Manufacturing:</u> 9.1% <u>Energy:</u> 4.2% <u>Construction:</u> 16.6% <u>Tourism:</u> 2.2% <u>Mining:</u> 6.6%	Central Statistics Office	Risks Financial and economic crises, natural disasters Climate change variations				

⁴⁵Agriculture, manufacturing, energy, construction, tourism and mining.

⁴⁶IFAD could invest (providing financing to the Government for implementation of projects) under Pillar 2, but an exact budget cannot be determined as IFAD funds are committed over a multi-year period, and annual disbursements depend on work plans and budgets agreed with the Government on an annual basis.

PILLAR 2: ENVIRONMENTALLY SUSTAINABLE AND INCLUSIVE ECONOMIC DEVELOPMENT									
NATIONAL VISION 2030 : Economic Growth and Wealth Creation									
UN AGENCIES	INDICATORS (Baseline, targets, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD			
	Reduction in the Crop Diversification Index (area planted to maize/area planted to 12 major crops)	TBD	TBD	Ministry of Agriculture		Cooperating partners—key partners Embassy of Finland, UK Department for International Development, United States Agency for International Development, European Union, Government of Sweden, African Development Bank, World Bank Private sector Civil society organisations			
	Percentage of renewable and alternative energy in national energy mix	0.03 (2012)	2%	MMEWD Reports					
	Megawatts generated from renewable sources of energy	1.75 (2012/13)	31.75	MMEWD Reports					
	National annual emissions of carbon dioxide with Land-Use Change and Forestry (gigagramme-Gg, CO ₂ equivalent)	54,715 (2010)	51,432	ZEMA					
	Number of hectares (ha) of forest coverage lost due to deforestation annually	300,000 (2013)	230,000	State of the Environment Report					
OUTCOME 2.2: BY 2021, WOMEN, YOUTH AND OTHER VULNERABLE GROUPS ARE EMPOWERED TO PARTICIPATE IN ECONOMIC OPPORTUNITIES THAT ARE DECENT AND PROMOTE SUSTAINABLE LIVELIHOODS						Total	Core resources	Regular resources	To be mobilised
						32,840	1,436	5,600	25,804
UNDP, ILO, FAO, WFP, UNHCR, IFAD,⁴⁷ UNECA,	Youth (15-35 years) unemployment rate	Total 10% (male, 8.5%;	<i>Maintain below 10 %</i>	Labour Force Survey	Assumptions: Communities are	Major partnerships Government—key ministries			

⁴⁷IFAD could invest (providing financing to the Government for implementation of projects) under Pillar 2, but an exact budget cannot be determined as IFAD funds are committed over a multi-year period, and annual disbursements depend on work plans and budgets agreed with the Government on an annual basis.

PILLAR 2: ENVIRONMENTALLY SUSTAINABLE AND INCLUSIVE ECONOMIC DEVELOPMENT						
NATIONAL VISION 2030 : Economic Growth and Wealth Creation						
UN AGENCIES	INDICATORS (Baseline, targets, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD
IOM, UNEP, UNFPA, UNESCO		female, 11.3% (2012)			susceptible to changing to sustainable livelihoods	<ul style="list-style-type: none"> Ministry of Commerce, Trade and Industry Ministry of Agriculture and Livestock Ministry of Mines Ministry of Energy and Water Development Ministry of Lands, Natural Resources and Environment Protection Ministry of Tourism and Arts Ministry of Gender Ministry of Labour and Social Security Ministry of Youth and Sports <p>Cooperating partners—key partners Embassy of Finland, UK Department for International Development, United States Agency for International Development, European Union, Government of Sweden, African Development Bank</p> <p>Civil society organisations</p>
	Underemployment rate of employed population	10.2% (2012)	TBA	Labour Force Survey		
	% of vulnerable households below the poverty datum line	60.5% (total) Women-headed: 79.8% Youth-headed (15-34 years): 54.1%	TBA	LCMS		
	Proportion of women and men who own land	Male: 35.3% Female: 13%	50/50	Ministry of Lands reports		
	Proportion of disabled who own land	TBD	TBD	Ministry of Lands reports		
	Proportion of women, youths and disabled with access to finance for productive economic opportunities	TBD	TBD	Ministry reports		
	Share of women employed in the non-agricultural sector as a percentage of total employment in the non-agricultural sector	49.6%	50%	Labour Force Survey		

PILLAR 3: GOVERNANCE AND PARTICIPATION										
NATIONAL VISION 2030: Enabling Environment for Sustainable Social and Economic Development										
UN AGENCIES	INDICATORS (Baseline, targets, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD				
OUTCOME 3.1: BY 2021, THE NATIONAL STATISTICAL SYSTEM GENERATES AND DISSEMINATES TIMELY DISAGGREGATED DATA FOR EVIDENCE-BASED NATIONAL DEVELOPMENT						Total	Core resources	Regular resources	To be mobilised	
						27,597	5,036	4,979	17,582	
UNFPA, ILO, IOM, OHCHR, UNDP, UNHCR, UNICEF WFP,UNAIDS, WHO, UNECA, UNESCO	Proportion of planned surveys conducted and results released on schedule	No data	100%	CSO	Risks Resources not adequate for collection and dissemination of quality data Unwillingness by data providers (household/institutions) to report or submit data Assumptions The Census and Statistics Act is fully implemented The National Statistical Development Strategy is fully implemented	Major partnerships Government—key ministries <ul style="list-style-type: none"> Ministry of Finance Ministry of Development Planning, Office of the Vice President Central Statistical Office Ministry of Health Ministry of Community Development/Ministry of Higher Education Ministry of General Education Ministry of Labour and Social Security Ministry of Youth and Sports Ministry of Gender National AIDS Council Cooperating partners—key partners World Bank, African Development Bank, Africa Capacity Building Foundation and bilateral donors Civil society organisations				
	Number of government ministries with functional management information systems	4	16	Ministry of Finance						

PILLAR 3: GOVERNANCE AND PARTICIPATION										
NATIONAL VISION 2030: Enabling Environment for Sustainable Social and Economic Development										
UN AGENCIES	INDICATORS (Baseline, targets, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD				
	Percentage of users reporting satisfaction with the quality and timeliness of data provided by the National Central Statistics Office System	No data	80	CSO						
OUTCOME 3.2: BY 2021, NATIONAL INSTITUTIONS AT ALL LEVELS TARGET, MANAGE, COORDINATE AND ACCOUNT FOR RESOURCES FOR EQUITABLE SERVICE DELIVERY AND ECONOMIC GROWTH THAT IS BASED ON RELIABLE DATA						Total	Core resources	Regular resources	To be mobilised	
						62,199	8,679	32,000	21,520	
UNFPA, WHO, UNICEF, WFP, UNDP, UNESCO, ILO, IOM, UNAIDS, UNODC	Percentage of qualified ministries', provinces' and spending agencies' (MPSA) audit reports by the Office of the Auditor General per year	56% (2014)	30%	Auditor general reports	Assumptions The decentralisation policy is fully implemented	Major partnerships Government <ul style="list-style-type: none"> MPSAs Public Accounts and Reforms Committees of the National Assembly Office of the Auditor General Civil society Cooperating partners Private sector				
	Percentage of annual government budget/expenditure to main social sectors (health, education, social protection)	32.9% (2014)	33%	GRZ yellow book						
	Proportion of children under 5 who have their birth certificates	4.1% (2013/14)	20%	ZDHS						
	Mo-Ibrahim score for Public Management	47.6 (2013)	53	Mo-Ibrahim Reports						
	Mo Ibrahim Index for accountability	44.9 (2013)	55	Mo-Ibrahim Reports						

PILLAR 3: GOVERNANCE AND PARTICIPATION										
NATIONAL VISION 2030: Enabling Environment for Sustainable Social and Economic Development										
UN AGENCIES	INDICATORS (Baseline, targets, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD				
	Corruption Perception Index (CPI)	37 (2012)	48	Transparency International CPI reports						
OUTCOME 3.3: BY 2021, ALL PEOPLE IN ZAMBIA, INCLUDING WOMEN, YOUTH AND MARGINALISED, HAVE EQUITABLE AND EFFECTIVE PARTICIPATION IN NATIONAL AND LOCAL DEMOCRATIC PROCESSES						Total	Core resources	Regular resources	To be mobilised	
						44,360	9,800	16,000	18,560	
UNDP, UNICEF, UNFPA, WFP, ILO, FAO, IFAD,⁴⁸ UNAIDS	African Parliamentary Index (API)	64.82 (2012)	80	African Parliamentary Index Reports	Risks Resources not adequate to facilitate public participation Assumptions Availability of statistics on marginalised groups	Major partnerships Government <ul style="list-style-type: none"> • Cabinet Office • Ministry of Justice • Ministry of Gender • Ministry of Youth and Sports • National Assembly • Electoral Commission of Zambia Civil society Cooperating partners Private sector				
	Proportion of women elected to the National Assembly	13%	50%	ECZ						
	Proportion of women elected as councilors									
	Mo Ibrahim Index for safety and rule of law	60.4	65.1	Mo Ibrahim reports						
	Voter turnout in general elections	53% (2011)	70%	ECZ						
	Mo Ibrahim Index for participation and human rights	60.4 (2013)	65	Mo Ibrahim reports						

⁴⁸IFAD could invest (providing financing to the Government for implementation of projects) under Pillar 2, but an exact budget cannot be determined as IFAD funds are committed over a multi-year period, and annual disbursements depend on work plans and budgets agreed with the Government on an annual basis.

PILLAR 3: GOVERNANCE AND PARTICIPATION										
NATIONAL VISION 2030: Enabling Environment for Sustainable Social and Economic Development										
UN AGENCIES	INDICATORS (Baseline, targets, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD				
	Gender Inequality Index (GII)	0.617(2014)	0.550	Human Development Report						
OUTCOME 3.4: BY 2021, ALL PEOPLE IN ZAMBIA, INCLUDING THE LARGE NUMBER OF MARGINALISED AND VULNERABLE PEOPLE , HAVE GREATER UNDERSTANDING OF THEIR RIGHTS AND ARE ABLE TO CLAIM THEM, HAVE GREATER HUMAN SECURITY, HAVE ACCESS TO JUSTICE AND HAVE EQUAL OPPORTUNITY UNDER THE LAW						Total	Core resources	Regular resources	To be mobilised	
						42,256	6,688	5,200	30,368	
UNICEF, ILO, OHCHR, UNAIDS, UNDP, UNHCR, IOM, UNFPA, UNESCO	Percentage of human rights cases reported to the Human Rights Commission that have been investigated and concluded	79% (2014)	85%	Human Rights Commission Annual State of Rights Reports	Risks The legal framework is inadequate to ensure enforcement Absence of political will to adopt new laws Assumptions Human Rights Commission and the judiciary enjoy public confidence Availability of data disaggregated by sex Constitution with a bill of rights in accordance with	Major partnerships Government <ul style="list-style-type: none"> Ministry of Gender Ministry of Local Government and Housing Cabinet Office Ministry of Home Affairs Ministry of Justice National Assembly Human Rights Commission Civil society Cooperating partners Private sector				
	Number of legal cases brought forward to the following year (case backlog)	Total (2012): 4,592 Magistrate Court: 2,117 High Court: 2,475	Total : (2,755) Magistrate Court : (1,270) High Court (1,485)	Judiciary reports, Zambia police reports and record						
	Percentage of gender-based violence cases adjudicated	31% (2014)	45%	CSO reports, mission reports						
	Proportion of children in conflict with the law that	10%	20%	Ministry of Home Affairs						

PILLAR 3: GOVERNANCE AND PARTICIPATION						
NATIONAL VISION 2030: Enabling Environment for Sustainable Social and Economic Development						
UN AGENCIES	INDICATORS (Baseline, targets, means of verification)				RISKS AND ASSUMPTIONS	COMMON BUDGETARY FRAMEWORK Indicative resources '000 USD
	enter a diversion programme			database/ records	international human rights norms and standards will be adopted	
	GII	0.617 (2014)	0.55	Human Development Report		
	Mo Ibrahim Index for safety and rule of law	60.4	65.1	Mo Ibrahim reports		

Annex 2: Common Budgetary Framework

ZAMBIA–United Nations Sustainable Development Partnership Framework Outcomes	2016-2021			
	TOTAL	Core resources	Non-core/other/resources	To be mobilised
Outcome 1.1: By 2021, GRZ and partners deliver equitable, inclusive, quality and integrated social services	\$317,487,948	\$18,915,820	\$138,428,715	\$160,143,413
Outcome 1.2: By 2021, marginalised and vulnerable populations demand and utilise quality and integrated social services	\$155,336,875	\$10,232,240	\$66,635,831	\$78,468,800
Pillar 1: Inclusive Social Development (sub-total)	\$472,824,823	\$29,148,060	\$205,064,546	\$238,612,213
Outcome 2.1: By 2021, productive sectors expand income-earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas	\$124,411,116	\$6,919,689	\$57,605,505	\$59,885,922
Outcome 2.2: By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods	\$32,840,000	\$1,436,000	\$5,600,000	\$25,804,000
Pillar 2: Environmentally Sustainable and Inclusive Economic Development (sub-total)	\$157,251,116	\$8,355,689	\$63,205,505	\$85,689,922
Outcome 3.1: By 2021, the national statistical system generates and disseminates disaggregated data for evidence-based national development	\$27,596,655	\$5,035,540	\$4,979,338	\$17,581,777
Outcome 3.2: By 2021, national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery and economic growth that is based on reliable data	\$62,199,301	\$8,679,370	\$32,000,000	\$21,519,930
Outcome 3.3: By 2021, all people in Zambia, including women, youth and marginalised groups have equitable and effective participation in national and local democratic processes	\$44,360,000	\$9,800,000	\$16,000,000	\$18,560,000
Outcome 3.4: By 2021, all people in Zambia, including the large number of marginalised and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice and have equal opportunity under the law	\$42,255,775	\$6,688,233	\$5,200,000	\$30,367,541
Pillar 3: Governance and Participation (sub-total)	\$176,411,731	\$30,203,144	\$58,179,338	\$88,029,248
TOTAL	\$806,487,670	\$67,706,893	\$326,449,389	\$412,331,382

Annex 3: Monitoring and Evaluation Calendar

	2016	2017	2018	2019	2020	2021
Surveys/ studies	Partnership Framework Transformative Perception Survey Labour Force Survey	Living Conditions Monitoring Survey	Partnership Framework Transformative Perception Survey Labour Force Survey Economic Census Non-Farm Informal Sector Survey Zambia Demographic Health Survey	Living Conditions Monitoring Survey	Partnership Framework Transformative Perception Survey Labour Force Survey 2020 Census of Population and Housing	Agriculture Census
Monitoring systems	<ul style="list-style-type: none"> - Routine information systems strengthened in line ministries - Support to national reporting on human rights treaty bodies 					
			Agency programme evaluations	Agency programme evaluations	Partnership Framework Final Evaluation Agency programme evaluations	
Reviews	Annual Review	Annual Review	Partnership Framework Mid-Term Review	Annual Review	Annual Review	Annual Review
M&E capacity development	<ul style="list-style-type: none"> - M&E capacity development will respond to identified gaps and be an integral part of all Partnership Framework programmes and projects - Capacity building of UN, GRZ and other partners on the Human Rights Based approach and Results Based Management - Capacity development to the national statistical system in data collection, analysis and dissemination 					
Use of information	<p><u>United Nations use of information</u></p> <ul style="list-style-type: none"> - Input into UN Resident Coordinator Annual Reports, UN General Assembly Special Session (UNGASS) reports, National Human Development Reports, periodic reports on UN conventions, UN agencies' annual and bi-annual reviews, reports and JWPs, donor reports - Information will be used for global appeals, global reports and donor reports - Dissemination of information, e.g. in conferences or workshops, to stimulate debate and policy dialogue <p><u>GRZ use of information</u></p> <ul style="list-style-type: none"> - Government programmes and national development plans - SDG progress reports 					
Partner M&E activities	<ul style="list-style-type: none"> - The Zambia Central Statistics Office undertakes regular surveys and publishes statistical reports on a wide range of issues, including: household income and expenditure, employment, subsistence minimum, price indices, GDP, trade, foreign direct investment, wages and salaries, fiscal and financial, construction, education, agricultural, justice, population and food security. - CSO, NGO and INGO partners regularly undertake research, surveys assessments and evaluations. 					

