



UNITED NATIONS
ZAMBIA



JOINT PARTNERSHIPS AND RESOURCE MOBILIZATION STRATEGY (J-PRMS)

2023-2027



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LIST OF ACRONYMS

8NDP	Eighth National Development Plan
AfDB	African Development Bank
AFPs	UN Agencies, Funds and Programmes
AIDS	Acquired Immune Deficiency Syndrome
BMGF	Bill and Melinda Gates Foundation
BRICS	Brazil, Russia, India, China and South Africa
CDF	Constituency Development Fund
CERF	Central Emergency Response Fund
CSO	Civil Society Organization
DAC	Development Assistance Committee
DCO	Development Coordination Office
DFA	Development Finance Assessment
DRR	Disaster Risk Reduction
EU	European Union
FDI	Foreign Direct Investment
GBV	Gender-Based Violence
GCF	Green Climate Fund
GCM	Global Compact for Migration
GCR	Global Compact for Refugees
GDP	Gross Domestic Product
GEF	Global Environment Facility
GLTN	Global Land Tools Network
GPECM	Global Programme to Accelerate Action to End Child Marriage
HIV	Human Immunodeficiency Virus
HoA	Head of Agency
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
IFI	International Financial Institution
IMF	International Monetary Fund
INFF	Integrated National Financing Framework
J-PRMS	Joint Partnerships and Resource Mobilization Strategy
JSC	Joint Steering Committee
LNOB	Leave No One Behind
MDTF	Multi-Donor Trust Fund

MoFNP	Ministry of Finance and National Planning
MPTF	Multi-Partner Trust Fund
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
PMT	Programme Management Team
PPP	Public-Private Partnership
RCO	Resident Coordinator's Office
SADC	Southern African Development Community
SCRALA	Strengthening Climate Resilience of Agricultural Livelihoods
SDG	Sustainable Development Goal
SMEs	Small and Medium Enterprises
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
UBRAF	Unified Budget, Results and Accountability Framework
UK	United Kingdom
UN	United Nations
UNCG	United Nations Communications Group
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UN DESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UNECA	United Nations Economic Commission for Africa
UNGC	United Nations Global Compact
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDPF	United Nations Sustainable Development Partnership Framework
UNTFHS	United Nations Trust Fund for Human Security
US	United States
VNR	Voluntary National Review
WASH	Water, Sanitation and Hygiene
ZIPAR	Zambia Institute for Policy Analysis and Research

EXECUTIVE SUMMARY

BACKGROUND AND OBJECTIVES

The UN Sustainable Development Cooperation Framework (UNSDCF) 2023–2027 is a critical strategy the UN Country Team (UNCT) has developed to lead Zambia towards sustainable development. Aligned with Zambia's Vision 2030 and Eighth National Development Plan (8NDP), it aims to enhance resource mobilization, uphold human rights and adopt an integrated 'leave no one behind' approach.

Robust strategies are necessary to ensure effective partnerships and resource mobilization to bridge the 73% funding gap facing the UNSDCF. The UNSDCF will thus employ the Joint Partnerships and Resource Mobilization Strategy (J-PRMS) 2023–2027 in alignment with the Addis Ababa Action Agenda. The J-PRMS aims to bolster financial and non-financial resources, improve stakeholder coordination and boost UN capacity. The goal is to secure sustained interest in funding, foster transparency in fundraising and donor engagement and, ultimately, improve the lives of Zambians. The J-PRMS will serve as a blueprint for joint donor engagement, defining partnership opportunities, prioritizing initiatives and outlining implementation strategies. This coherent framework is critical to propel Zambia towards achieving the Sustainable Development Goals (SDGs). The vision is to unite the development, peace and humanitarian sectors and promote transparency and coherence.

METHODOLOGY

Development of the J-PRMS for UN operations in Zambia followed a four-phase process: Inception; Consultation; Analysis and Formulation; and Approval. The Strategy aligns with the UNSDCF, focusing on resource mobilization and partnership-building. The Inception phase set the scope, drawing on UN agency consultations, while the Consultation stage involved stakeholder discussions. Analysis and Formulation examined partnerships, donor priorities and funding, leading to final validation through Approval by UN agencies and the UNCT.

RESOURCE MOBILIZATION

The J-PRMS aims to enhance inter-agency coordination and coherence within the UN system in Zambia, to secure predictable multiyear funding for the UNSDCF 2023–2027, to advocate for increased government co-funding in social sectors, to leverage resources from diverse stakeholders for maximum SDG impact and to diversify financial resources by engaging with the private sector and exploring new partnerships. Zambia's development finance currently comprises a mix of domestic and external sources including tax and non-tax revenues, domestic and external borrowing, foreign grants and official development assistance (ODA).

However, global financial deficits, owing largely to the economic impacts of the COVID-19 pandemic and the Russia–Ukraine conflict, have led to a decrease in foreign direct investment and negative trends in ODA. Amid these challenges, the need for a robust resource mobilization strategy to supplement agency-level efforts is more pronounced.

Zambia has also experienced fluctuations in international grant funding, which have prompted a call for the government and development actors to seek alternative sources of funding. Remittances, despite recording significant growth over the years, make up less than 1% of Zambia's gross domestic product (GDP), implying untapped potential. As of 2022, personal remittances received were 0.8% of GDP for Zambia, compared with 9.9% of GDP for Zimbabwe. In absolute terms, based on the two countries' 2022 GDP figures (in current USD terms), Zambia received remittances totaling USD 238.24 million while Zimbabwe received a total of USD 2.9 billion.¹

In response to these challenges, the UN is supporting the development and implementation of an Integrated National Financing Framework (INFF) in Zambia to enhance development financing for the realization of the SDGs. This seeks to effectively mobilize and manage additional domestic and international public and private resources, to initiate innovative financial solutions and to expand partnerships.

¹ World Bank (2023a).

The UN in Zambia received approximately USD 356 million in funding from donors between 2020 and 2022. Germany, the UK, the EU, Sweden and the US are among the top donors. The recent reclassification of Zambia as a low-income country is mitigating the declining trend in development funding for the country.

The UN in Zambia is pursuing new resource mobilization strategies to counter decreasing traditional development assistance, including engaging emerging donors, involving the private sector and enhancing stakeholder coordination. Moreover, joint resource mobilization and programming efforts have increased coordination, coherence, efficiency and accountability in executing national priorities. The strategic and coordinated approach envisaged under the J-PRMS will contribute to the successful implementation of the UNSDCF and achievement of the SDGs in Zambia.

PARTNERSHIPS

The Strategic Objectives for partnerships under the UNSDCF's J-PRMS are to nurture existing relationships for coordinated approaches, to broaden UN Zambia's partnership portfolio through tailored engagement, to proactively seek cooperation with the private sector and the international financial institutions (IFIs), to form new partnerships across all Pillars of the UNSDCF and to showcase UN Zambia's comparative advantage as the go-to partner for achieving the SDGs and Zambia's 8NDP goals.

In the context of Zambia's pursuit of the 2030 Agenda and the SDGs, UN Zambia aims to utilize its significant presence to facilitate traditional and innovative strategies. Central to this effort is the forging and maintenance of multistakeholder cooperation, public-private partnerships and collaborative programmes across UN agencies. With an extensive network of partnerships in government, academia, civil society and the media, the UN in Zambia is well positioned to support interventions ranging from policy development to service delivery.

In the 2023–2027 development cycle, the UNCT plans to build on successful practices and further expand its partnership network, placing significant importance on proactive engagement with multilateral, bilateral and private sector partners. The UN's role in the Cooperating Partners Group and the Disaster Management Consultative Forum will be essential in resource mobilization and effective implementation of Zambia's 8NDP.

Key partners of the UN System in Zambia span various categories, including the IFIs, donors of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC), philanthropic organizations, private sector entities, civil society, government, non-governmental organizations, NGOs, academia and others. The UNCT has played an instrumental role in supporting the government's medium- and long-term development goals, and the transition in government leadership in 2021 has provided a unique opportunity to realign and strengthen key priorities for sustainable development.

OECD-DAC donors such as Germany, the UK, Sweden, the US and others, as well as IFIs such as the World Bank, the African Development Bank and the International Monetary Fund, remain pivotal to Zambia's development programmes. Engagements with emerging development partners such as the BRICS countries (Brazil, Russia, India, China, South Africa) are also gaining prominence, with China and India playing a key role in Zambia's economic transformation.

Philanthropic foundations and major corporate donors, including the Bill and Melinda Gates Foundation, the Open Society Institute and the Rockefeller Foundation, and private sector players in Zambia's mining, manufacturing and mobile telecommunications industries have become significant contributors to the achievement of the 2030 Agenda.

A deeper understanding of the private sector landscape will enable the exploration of partnership opportunities in that sector while managing associated risks. Comprehensive evaluation of all available global funds, capacity-building for impactful proposal development and addressing the challenge of mobilizing domestic and foreign private capital to help close the financing gap for sustainable development are among the key strategies in the UNCT's roadmap.

IMPLEMENTATION AND MONITORING

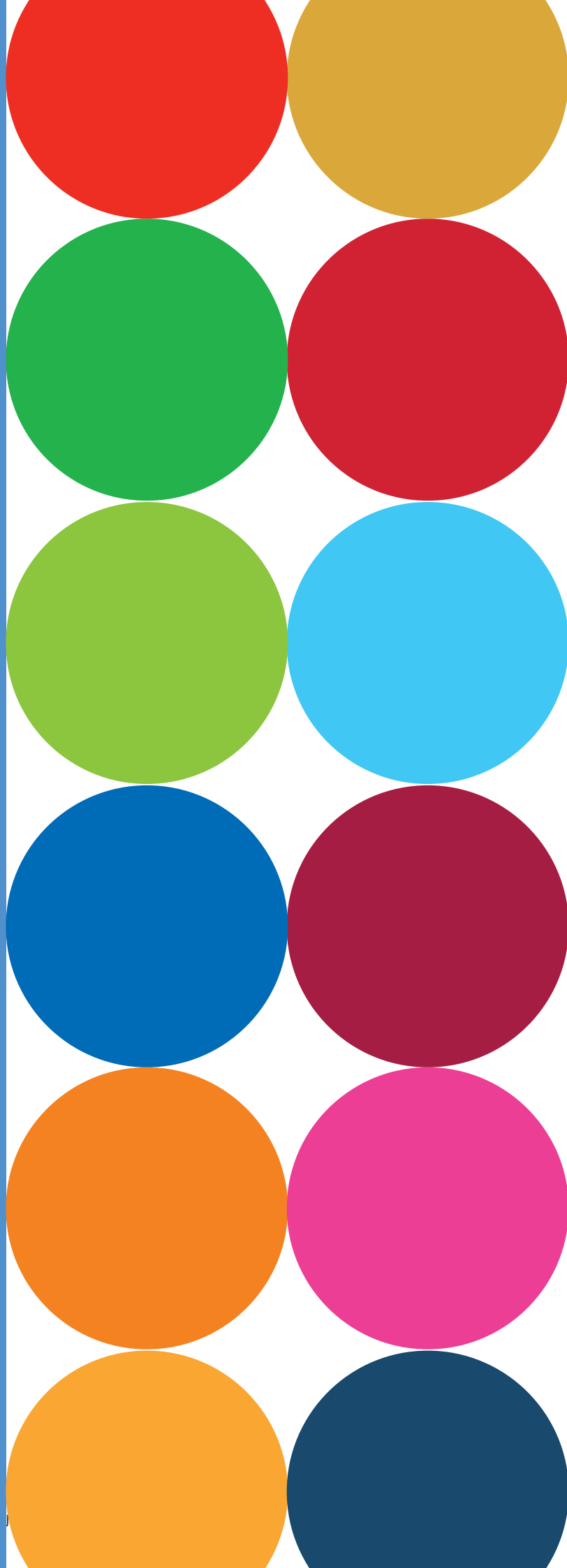
Heads of UN Agencies will play a crucial leadership role in implementing the J-PRMS. The Resident Coordinator's Office will provide oversight and ensure the quality of J-PRMS implementation, in close collaboration with the UNCT, the Programme Management Team and other UN entities, to enhance the review process for the Strategy and improve related planning and financial systems. This approach and working arrangement will improve the UN's relationships with the Zambian government, cooperating partners and other stakeholders.

UN Zambia will position itself as the partner of choice for achieving the SDGs through the communication and advocacy interventions it will execute with UN Communications Group (UNCG) support. UN Zambia will highlight its achievements and the alignment of its initiatives with the national priorities in the 8NDP. Effective implementation of the J-PRMS will improve development coordination transparency undergirded by precise data, by streamlined reporting fed by UN INFO and by enhanced monitoring and data-sharing leveraging the latest communication methodologies.

The J-PRMS's implementation, guided by its accompanying Action Plan, will commence immediately upon approval by the UNCT. Periodic reviews will ensure the J-PRMS's continued relevance and produce premium data to inform policies and best practices. The UNCT will revise the J-PRMS after the UNSDCF 2023–2027's mid-term assessment.



1. INTRODUCTION TO THE J-PRMS



1.1. BACKGROUND

The Zambia–UN Sustainable Development Cooperation Framework (UNSDCF, or ‘the Cooperation Framework’) 2023–2027, devised by the UN Country Team (UNCT) in Zambia, represents the next phase of collaboration with the Zambian government towards sustainable development. Aligned with Zambia’s Vision 2030 and the Eighth National Development Plan (8NDP), the nationally approved Cooperation Framework establishes the UN’s contribution to the Sustainable Development Goals (SDGs) and the 2030 Agenda. Built on supporting Zambia’s development priorities, it upholds human rights and other international standards. It promotes an integrated ‘leave no one behind’ (LNOB) and rights-based approach, translating the 8NDP’s national vision into tangible UN actions.² The UN has a comparative advantage in resource mobilization and stakeholder convening, which are crucial to closing the SDG financing gap and enabling the Cooperation Framework’s full implementation.

Despite the UN’s comparative advantages, the mid-term review of the 2016–2021 UN Zambia Sustainable Development Partnership Framework (UNSDPF) found that joint resource mobilization and programming were suboptimal. UN Zambia’s network of partnerships was, therefore, in need of further enhancement and expansion.

Resource mobilization now envisages facilitating constructive discourse on financing and technical capacities to align resources with priorities⁴ (see Box). As a financial broker and stakeholder convener, the UN will catalyze partnerships and mobilize resources beyond its Cooperation Framework. UN strategy embodies a non-mutually exclusive distinction between ‘partners’ and ‘donors’. While they may or may not contribute funds, partners contribute expertise, non-financial resources and support in various forms. In contrast, donors provide the UN with funding, goods or services to support its initiatives and objectives, often without direct involvement in decision-making or programme execution. By emphasizing leveraging the UN’s comparative advantages, the strategy also recognizes and advocates non-transactional partnerships in which resources are targeted directly from the donor to the government or to a non-governmental organization (NGO), community-based organization or similar entity.

The 2023 Cooperation Framework projects a budget of USD 902 million, with only USD 243.54 million (27%) currently available. Hence, there is a gap of 73%: USD 622.43 million needs to be mobilized. To address this funding gap and build effective partnerships for the 2023–2027 UNSDCF, a comprehensive, coordinated partnership and resource mobilization approach is essential.

MOVING FROM FUNDING TO FINANCING³

MOVING FROM FUNDING TO FINANCING (F2F) INVOLVES FOUR MAJOR STEPS, WHICH MAY BE IMPLEMENTED AT VARYING LEVELS TO MEET THE REQUIREMENTS AND RESOURCES OF SPECIFIC UNCTS:

STEP 1: MAPPING THE FINANCIAL LANDSCAPE

STEP 2: ASSESSING THE (UNSDCF) FUNDING GAP AND PREPARING A COMMON BUDGETARY FRAMEWORK

STEP 3: DEVELOPING A FINANCING STRATEGY TO ADDRESS THE FUNDING GAP

STEP 4: MOBILIZING COMMON RESOURCES FOR COLLECTIVE ACTION

1.2. PURPOSE AND VISION

The Addis Ababa Action Agenda supports ‘nationally owned development strategies with integrated financing frameworks’.⁵ The UNSDCF leverages this principle to fuel SDG funding via its Joint Partnerships and Resource Mobilization Strategy (J-PRMS) in Zambia. This aims to enhance financial and non-financial resources, improve stakeholder coordination and bolster UN capacity. It envisions a collaborative effort among UN bodies and donors to secure continuous interest in funding UNSDCF 2023–2027 priorities.

The vision for the J-PRMS is to help improve Zambian lives by uniting the development, peace and humanitarian sectors and promoting transparency and coherence in fundraising and donor engagement. This strategy does not override the partnerships and resource mobilization strategies of individual agencies but rather complements them.

² UN (n.d.). ³ Adapted from UNDG (2017). ⁴ The UN reform calls for a more cohesive, strategic and coordinated approach to resource mobilization in response to increasing shifts in the multilateral financial architecture and financing flows. The reforms emphasize having a coherent resource mobilization approach coordinated by the UN Resident Coordinator to ensure the required alignment and consistency of fundraising activities with the Cooperation Framework to advance the SDGs and new and innovative financing instruments while avoiding potential competition and duplication at all costs. ⁵ UNDG (2017)

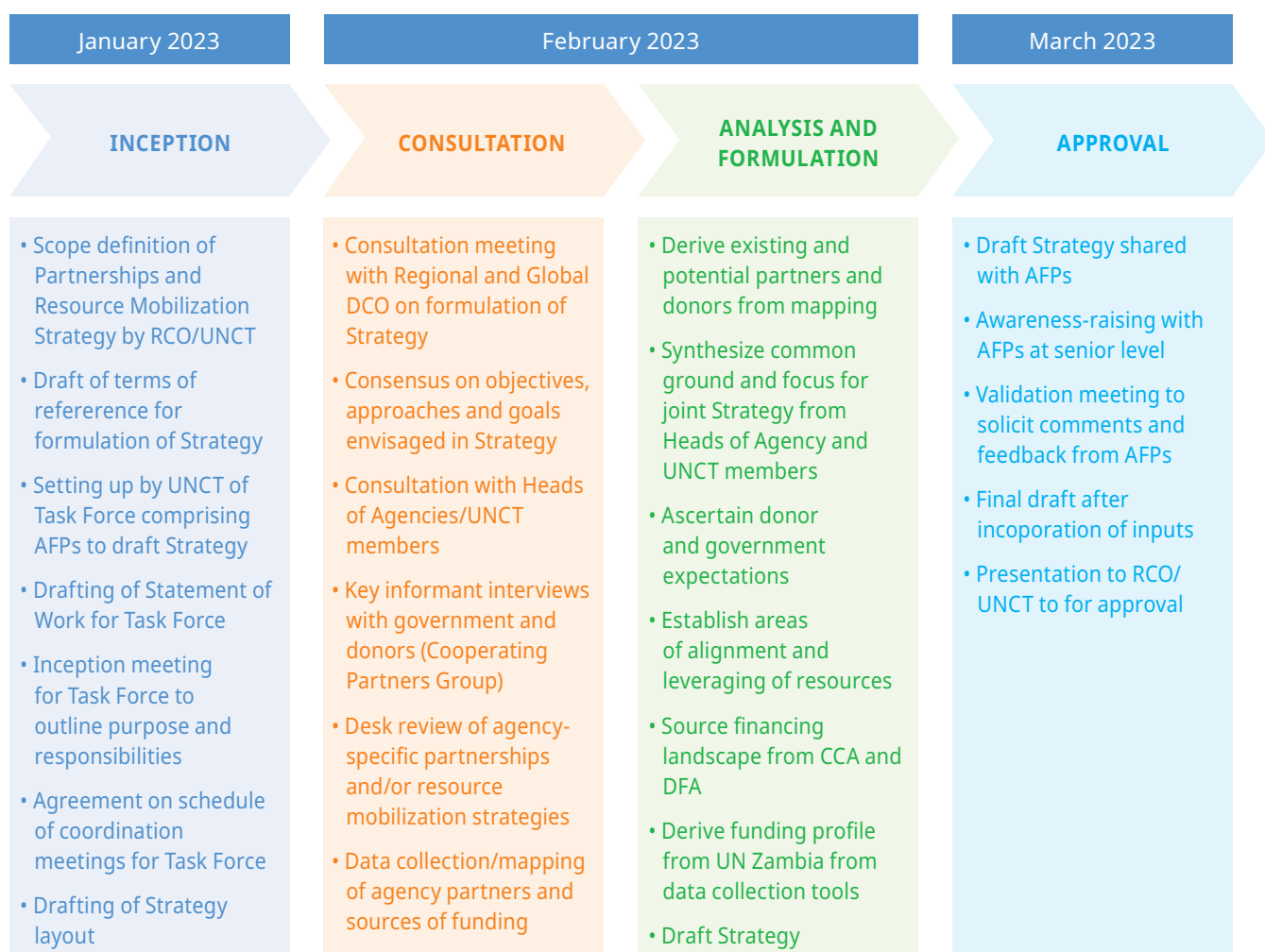
1.3. OBJECTIVES

The overarching objective of the J-PRMS is to act as a blueprint for the UNCT in Zambia. The Strategy guides joint engagement with donors and other partners while defining relevant partnerships and funding opportunities. It also outlines the modalities for prioritizing joint initiatives and programmes. Furthermore, it provides strategies for implementing the UNSDCF 2023–2027. It includes appropriate donor and partner engagement methodologies for each flagship joint initiative and programme.

1.4. METHODOLOGY

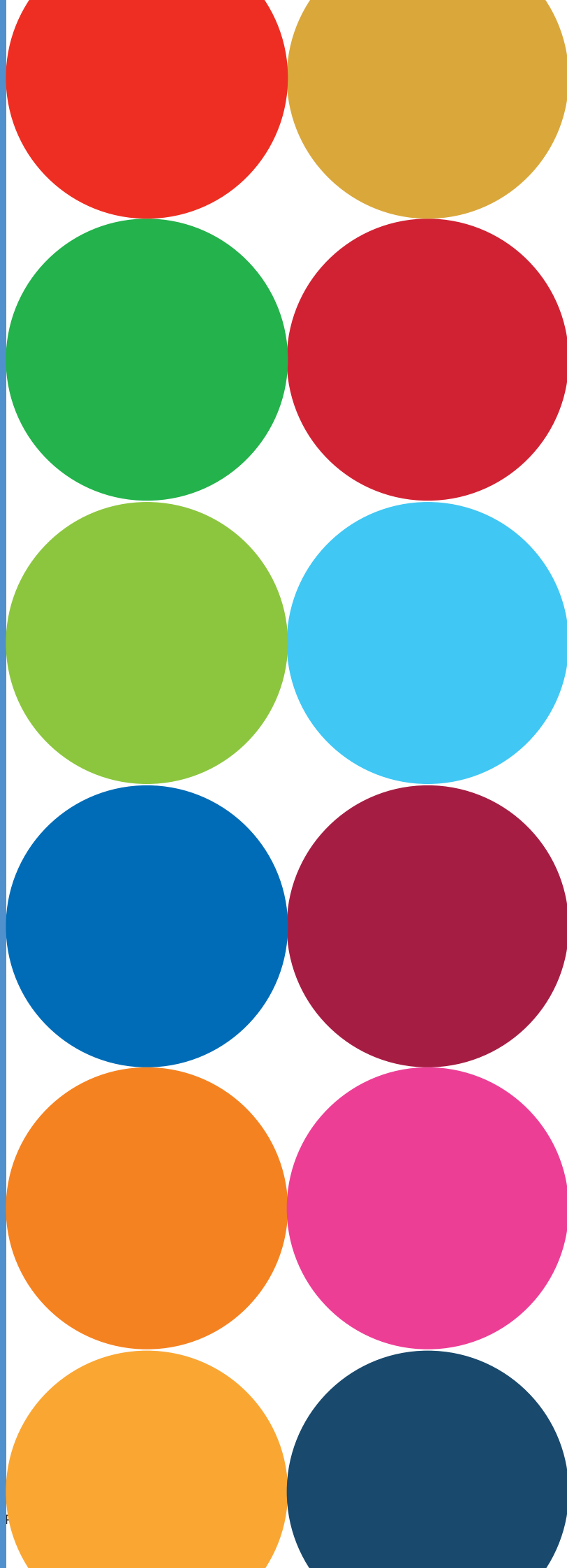
The J-PRMS was developed through four consecutive stages – Inception; Consultation; Analysis and Formulation; and Approval – as part of the sequence for the overall roll-out of the UNSDCF. Figure 1 summarizes the activities undertaken in each of these four stages.

FIGURE 1: METHODOLOGY FOR DEVELOPING THE J-PRMS





2. RESOURCE MOBILIZATION



2.1. BACKGROUND AND CONTEXT

The UNSDCF for Zambia is a strategic plan that has been developed by the country's UNCT to support the government in achieving the SDGs. It draws on the UN Development Assistance Framework and is intended to aid the implementation of the country's national development programming.

The UNSDCF aligns with Zambia's national development priorities, which include transitioning onto a low-carbon, climate-resilient and inclusive development pathway. The 8NDP sets an ambitious sustainable development agenda, focusing on economic diversification, poverty reduction and improved access to social services such as healthcare and education. The UNSDCF seeks to support these development priorities by promoting inclusive and sustainable economic growth, enhancing social services and protecting the environment.

2.4. FINANCIAL LANDSCAPE FOR UN ZAMBIA

The financing landscape for UN Zambia over the period 2020–2022 was examined to gain deeper insights into

the country's donor profile, as depicted in Table 3.

Between 2020 and 2022, UN Zambia received around USD 356 million in funding from donors. The top 10 donors were Germany; the UK; the EU; Sweden; Multi-Donor/Partner Trust Funds (MDTFs/MPTFs); the US; the Green Climate Fund (GCF); Gavi, the Vaccine Alliance; the Global Programme to Accelerate Action to End Child Marriage (GPECM); and the Bill and Melinda Gates Foundation (BMGF). Notably, Germany, the EU, the UK, the US and Sweden also provided funding through MDTFs/MPTFs. Other significant donors included Canada, Denmark, Finland, Japan and the Global Environment Facility (GEF). However, after Zambia became a lower-middle-income country in 2010, there was a significant decrease in development funding from Denmark, Finland, Norway and Switzerland. The World Bank reclassified Zambia as a low-income country in 2022, which could benefit the country by opening opportunities for debt restructuring and increased access to development finance. The UN and the government must continue exploring innovative financing options to sustain and enhance development efforts.

TABLE 3: FINANCIAL LANDSCAPE FOR UN ZAMBIA

Donor	2020 (USD)	2021(USD)	2022(USD)	Total (USD)	%	Main Programme/Thematic areas supported
EU	12,444,716	20,576,516	19,045,209	52,066,441	14.6	Agriculture, environment, climate, health and HIV, child protection, energy, governance, human rights, human settlements, humanitarian, nutrition, minerals development, WASH, etc.
Sweden	17,569,394	11,523,576	13,387,207	42,480,176	11.9	Agriculture, environment, Fintech, climate, health, child protection, child health, energy, education, health, SRH, GBV, human rights, governance, humanitarian, nutrition, youth and skills development, gender, etc.
Ireland	1,567,856	1,247,619	443,050	3,258,525	0.9	Agriculture, environment, climate change, education, food security, gender, GBV, governance, human rights, nutrition, social protection, etc.
UK	30,731,651	5,161,722	10,985,785	46,879,159	13.1	Agriculture, environment, climate, health and HIV, education, food security, gender, GBV, nutrition, governance, human rights, social protection, human settlements, nutrition, migration
France	29,869	-	-	29,869	0.0	Energy, governance and elections, human rights, etc.

Donor	2020 (USD)	2021(USD)	2022(USD)	Total (USD)	%	Main Programme/Thematic areas supported
Germany	21,333,984	22,476,553	18,828,809	62,639,346	17.6	Agriculture, environment, climate change, child protection, energy, food security, health and HIV, humanitarian, nutrition, transport and storage, WASH, etc.
Italy	-	-	195,733	195,733	0.1	Food security, humanitarian, etc.
Switzerland	500,000	500,000	1,089,400	2,089,400	0.6	Agriculture, environment, climate change, education, information systems and data, GBV, gender,
Netherlands	668,745	289,095	398,134	1,355,975	0.4	Child protection, education, health and HIV, trade, etc.
Finland	323,979	498,341	1,344,919	2,167,239	0.6	Migration, refugees, social protection, youth and skills development, etc.
Norway	200,000	752,017	583,238	1,535,255	0.4	Environment, climate change, child protection, education, social protection, etc.
Denmark	449,342	1,331,952	1,395,937	3,177,231	0.9	Child health, child protection, Health & HIV, etc.
Canada	1,054,483	2,346,855	1,068,003	4,469,341	1.3	Governance and elections, humanitarian, migration, refugees, etc.
US	5,963,769	3,430,208	13,477,271	22,871,248	6.4	Agriculture, environment, climate change, child health, child protection, education, governance and elections, health systems strengthening and data, health and HIV, humanitarian, human trafficking, migration, refugees, etc.
Japan	1,567,993	1,125,000	1,480,237	4,173,230	1.2	Agriculture, environment, climate change, energy, gender, health systems strengthening, human settlements, refugees, youths, transport and storage, WASH, etc.
China		100,000	100,000	200,000	0.1	Education (standards)
Korea	334,446	89,037		423,483	0.1	Agriculture, environment, climate change, child protection, gender, etc.
Czech Republic	862,441	-	-	862,441	0.2	Agriculture, livelihoods, youths, skills development, humanitarian, refugees, etc.
Andorra	-	107,049	408,293	515,342	0.1	Child health, education, health and HIV, etc.
Luxembourg	-	53,250	-	53,250	0.0	Refugees, etc.
Government of Zambia	-	4,361	-	4,361	0.0	Humanitarian, etc.
World Bank	822,198	337,039	-	1,159,237	0.3	Health systems strengthening, etc.
AfDB	145,701	302,571	965,772	1,414,044	0.4	Agriculture, capacity-building, etc.

Donor	2020 (USD)	2021(USD)	2022(USD)	Total (USD)	%	Main Programme/Thematic areas supported
SADC	320,000	320,000	1,600,000	2,240,000	0.6	Health and HIV, vaccines, etc.
COMESA	373,511	389,984	345,643	1,109,138	0.3	Trade (cross-border initiatives), etc.
CERF	1,375,927	6,697	-	1,382,624	0.4	Humanitarian
Gavi, the Vaccine Alliance	1,517,913	2,179,284	3,890,616	7,587,813	2.1	Child health (including vaccines), health and HIV, health systems strengthening
Elsie Initiative Fund	-	-	921,603	921,603	0.3	Gender (and women's empowerment), GBV, peace and development, etc.
Joint SDG Fund	367,500	132,500	500,000	1,000,000	0.3	INFF, data, social protection, etc.
UNTFHS	888,454	1,102,944	783,695	2,775,092	0.8	Human settlements, health, refugees, etc.
UBRAF	550,000	550,000	550,000	1,650,000	0.5	HIV and health, SRH, human rights, etc.
Maternal Health Thematic Fund	200,000	200,000	200,000	600,000	0.2	HIV and health, SRH, etc.
UN Road Safety Fund	57,888	379,001	106,911	543,800	0.2	Road safety, occupational health, etc.
Biodiversity Financing	158,148	157,531	262,385	578,064	0.2	Environment, climate change, etc.
BMGF	250,198	349,901	5,910,168	6,510,267	1.8	Health and HIV, development, etc.
MPTFs/MDTFs	13,029,926	14,723,477	9,576,952	37,330,355	10.5	Agriculture, environment, climate change, gender, GBV, social protection, refugees, etc.
GPECM	4,540,448	2,528,296	387,371	7,456,115	2.1	Child protection, health and HIV, etc.
GCF	6,909,643	7,426,183	5,689,942	20,025,768	5.6	Agriculture and climate change, etc.
GEF	395,134	1,939,993	3,504,506	5,839,633	1.6	Environment, climate change, biodiversity, chemicals and pollution, etc.
NDC	383,910	515,276	193,819	1,093,005	0.3	Climate change
India	600,000	-	-	600,000	0.2	Fintech and financial inclusion (South to South)
Jersey Overseas	570,000	-	-	570,000	0.2	Fintech and financial inclusion, etc.
Comic Relief	-	350,000	-	350,000	0.1	Fintech and financial inclusion
GLTN	120,000	80,000	90,000		0.1	Human settlements, etc.
Private donors	-	-	326,828	326,828	0.1	Humanitarian, refugees, etc.
Other	120,000	1,650,049	45,000	1,815,049	0.5	Humanitarian, refugees, education, health and HIV, etc.
Total	129,299,167	107,233,878	120,082,434	356,325,479	100	

2.5. PRIORITIES OF DEVELOPMENT PARTNERS

The development partners aiding the government of Zambia, including bilateral and multilateral developments agencies and the international financial institutions (IFIs), have prioritized areas aligning with the country’s national development priorities and the SDGs. These common focus areas include sustainable and inclusive economic growth; poverty reduction; gender equality; trade and regional integration; climate change; environmental protection; renewable energy; and infrastructure. The key priorities of the major development partners in Zambia include agriculture; child health (including vaccination); child protection; climate change; development; education; elections and governance; energy; environment; Fintech; food security; gender and gender-based violence (GBV); health; health systems; HIV; human rights; humanitarian issues (including human settlements and human trafficking); migration and refugees; minerals development; nutrition; social protection; sexual and reproductive health (SRH); transport and storage; water, sanitation and hygiene (WASH); and youth and skills development (see Table 3).

2.6. FUNDING GAP UNDER THE UNSDCF FUNDING FRAMEWORK

The UNSDCF 2023–2027 has four outcome areas and priority interventions. UNCT will support them with 23 UN agencies, funds and programmes (AFPs) of which 12 are resident and 11 non-resident. Resident agencies are the Food and Agriculture Organization; the International Labour Organization; the International Organization for Migration; the Joint UN Programme on HIV/AIDS; the UN Capital Development Fund; the UN Development

Programme; the UN Economic Commission for Africa; the UN Population Fund; the UN High Commissioner for Refugees; the UN Children’s Fund; the World Food Programme; and the World Health Organization. Non-resident agencies are the International Fund for Agricultural Development; the International Trade Centre; the Office of the United Nations High Commissioner for Human Rights; the UN Conference on Trade and Development; the UN Environment Programme; the UN Educational, Scientific and Cultural Organization; the UN Human Settlements Programme; the UN Industrial Development Organization; the UN Office on Drugs and Crime; the UN Office for Project Services; and the World Meteorological Organization. These agencies have corresponding planned operations and programmatic budgets.

As stated in Section 1 above, the UNSDCF 2023–2027’s estimated overall budget is approximately USD 902 million, with a funding gap of USD 622.43 million, or 73% of the total budget. Currently, USD 239.44 million, or 27% of the required funding, is available from agencies’ regular core and non-core resources as projected in their respective Country Programme Documents.

Table 4 shows Outcome 4 has the largest funding gap, at 83%, followed by Outcome 3, at 81%. The Prosperity Pillar (Outcome 1) has the lowest gap, at 66%, followed by the People Pillar (Outcome 2). A coordinated approach to resource mobilization can help bridge this gap. Engaging emerging donors and promoting private sector engagement can help achieve the SDGs in Zambia. Under the previous partnership framework, the UN had planned to spend USD 1.116 billion in Zambia over seven years, which included a two-year extension (Table 5). However, the estimated actual expenditure as of the end of 2022 was USD 837 million, indicating a 25% shortfall.

TABLE 4: FUNDING REQUIREMENTS AND GAPS BY OUTCOME

Outcome area	Required (USD million)	Available (USD million)	Funding gap (USD million)	Gap as share of required (%)
Prosperity Outcome 1	223.94	76.56	147.39	66
People Outcome 2	298.91	94.73	204.17	68
Peace Outcome 3	214.26	40.48	173.78	81
Planet Outcome 4	164.75	27.66	137.09	83
Total requirement	901.87	239.44	662.43	73

TABLE 5: PLANNED AND ACTUAL EXPENDITURES FOR UNSDPF, 2016–2022

Fiscal year	Planned (USD)	Expenditure (USD)	Spent (%)
2016	154,528,179.65	125,663,177.41	81.32
2017	133,745,306.50	114,207,123.70	85.39
2018	163,043,117.49	119,381,765.65	73.22
2019	124,431,638.43	92,306,970.33	74.18
2020	168,402,896.27	121,080,302.76	71.90
2021	215,474,409.68	157,665,111.89	73.17
2022	156,934,025.76	107,052,656.38	68.22
Average	159,508,510.54	119,622,444.02	74.99
Total	1,116,559,573.78	837,357,108.12	74.99

Historically, Zambia has relied on multilateral and bilateral donors for development support. However, recent economic challenges in donor countries have resulted in a decline in these contributions. The COVID-19 pandemic has further widened the funding gap, reducing available development funding globally and directly affecting Zambia’s government revenue. This situation has made securing necessary resources for the successful implementation of the UNSDCF more challenging.

Addressing the funding gap under the UNSDCF requires a strategic, coordinated approach. This could involve diversifying funding sources through engagement with emerging donors, private foundations and philanthropists. It also highlights the need to promote greater private sector engagement in sustainable development initiatives and strengthen coordination among stakeholders to align with national development priorities. Adopting this approach could help mobilize the necessary resources for successful UNSDCF implementation and achieve the SDGs in Zambia.

2.7. STRATEGIC OBJECTIVES AND APPROACHES FOR RESOURCE MOBILIZATION

The specific objectives of the J-PRMS are to:

1. Enhance coordination and coherence among UN agencies, Results Groups (RGs) and the UNCT in Zambia to ensure a consistent and coherent approach towards bilateral and multilateral donor engagement.
2. Develop joint programming and initiatives with predictable multiyear funding allocations to address the funding gap and fully operationalize the UNSDCF 2023–2027.
3. Advocate for increased government co-funding for social sector priorities to support sustainable development in Zambia.
4. Leverage funds and resources (including human capital) from government, key development partners and donors through strategic alignment and coordination to maximize impact on achieving the SDGs and national priorities.

- Diversify UN Zambia’s financial resource base by engaging with private sector partners and exploring new partnerships with traditional and emerging donors, leveraging the UN’s comparative advantage as the partner of choice for sustainable development.

STRATEGIC OBJECTIVE 1. ENHANCE INTERNAL COORDINATION AND COHERENCE.

Enhance coordination and coherence among UN agencies, RGs and the UNCT in Zambia to ensure a consistent and coherent approach towards bilateral and multilateral donor engagement.

Situation

According to the final evaluation of the UNSDPF 2016–2020,¹⁷ the UN reform calls for a more coordinated approach to donor/partner engagement. The uncoordinated engagement of partners and donors by UN agencies is contrary to the reform’s goals. This issue is worsened where, contrary to the UN’s principle of Delivering as One, partners or donors pursue preferred thematic areas that fall under the mandates of specific agencies. Some donors have noted this challenge and expressed concerns.

Intended actions

1. Establish a baseline for collaborative

engagement: Convene a roundtable with bilateral and multilateral donors to set the foundational objectives and baseline for the 2023–2027 UNSDCF, emphasizing the necessity of well-coordinated resource allocation and UN System integration for effective development. Facilitate discussions on the merits of a unified approach to development assistance.

2. Foster regular external partner coordination:

Engage in quarterly meetings with bilateral and multilateral donors under the leadership of the UN Resident Coordinator, utilizing a partnerships mapping exercise to align various agency clusters with the output areas of the UNSDCF. Strengthen the coherence and effectiveness of donor engagement.

3. Intensify internal information-sharing

mechanisms: Hold regular internal meetings based on the UNSDCF’s Pillars or RGs to monitor programme progress and funding gaps against agreed results. Highlight areas needing further support.

4. Hold donor meetings to highlight achievements and funding gaps:

Convene annually with bilateral and multilateral donors to highlight UN Zambia’s joint achievements and contributions to the national development agenda. Use this platform to champion pivotal unfunded priorities.

5. Implement transparent reporting protocols:

Enhance unified resource mobilization progress tracking against the UNSDCF by implementing standardized reporting protocols and tools across UN agencies. This will mandate all agencies to submit data on both their agency-specific and joint resource mobilization activities, foster synergies within the UN family, promote transparency with partners and donors and bolster overall resource mobilization efforts.

Targets

The target is to accomplish the following activities:

- Conduct a roundtable flagship meeting with both bilateral and multilateral donors.
- Organize quarterly engagements with these donors, led by the UN Resident Coordinator and guided by stakeholder mapping.
- Hold internal joint resource mobilization and fundraising coordination meetings and provide regular updates.
- Conduct quarterly progress review meetings with bilateral and multilateral donors to boost the visibility of UN Zambia.

STRATEGIC OBJECTIVE 2. JOINT PROGRAMMING AND PREDICTABLE MULTIYEAR FUNDING

Develop joint programming and initiatives with predictable multiyear funding allocations to address the funding gap and fully operationalize the UNSDCF 2023–2027.

Situation

To address the 73% funding gap facing the UNSDCF, the UNCT needs to shift its resource mobilization approach in response to a notable decline in FDI and bilateral ODA by 27% to Zambia, as well as economic turbulence arising from the Russia–Ukraine war. Donors are now more interested in joint programmes that address multifaceted development challenges, rather than individual interventions. Joint programmes can be used to close the funding gap.

Intended actions

The following actions will be taken:

1. Expand partnership and funding networks:

Organize targeted resource mobilization roundtables to engage a diversified array of stakeholders, including traditional and emerging donors as well as multilateral institutions and South–South cooperation entities. Influence the funding landscape for the 2023–2027 UNSDCF and cultivate more comprehensive partnerships.

¹⁷ UN Zambia.

- 2. Mobilize resources through joint programmes:** Actively monitor calls for proposals from various UN vertical funds such as the UN Trust Fund for Human Security, the SDG Fund and the Democracy Fund, and develop joint programme submissions. Advocate for financial commitments from donors and cooperating partners to support these multi-agency initiatives.
- 3. Develop a UN Zambia partners database:** Establish, maintain and periodically update a comprehensive database of UN Zambia's partners. This tool will serve as a centralized repository for all partnership information, streamlining communication and facilitating easier tracking of engagement metrics and outcomes.
- 4. Align funding with SDG targets:** Host periodic resource mobilization meetings with IFIs such as the World Bank, the International Monetary Fund (IMF), the AfDB and the Global Fund. Focus these engagements on aligning and leveraging multiple funding streams for maximal impact on specific SDGs.
- 5. Monitor agency-specific resource efforts:** The Resident Coordinator's Office (RCO) will review the activity reports submitted by individual UN agencies on their specific resource mobilization endeavours and thereby gain an in-depth understanding of individual agencies' efforts and identify opportunities for synergistic joint resource mobilization.

Target

The following targets will be achieved:

1. Mobilize a minimum of 60% of the funding gap, which amounts to USD 373 million, for the UNSDCF by 2027.
2. Track resource mobilization progress annually, using the orientational benchmark of USD 74.6 million as a yardstick. While the annual targets will serve as a guide, the five-year target will be the sole binding commitment.

STRATEGIC OBJECTIVE 3. ADVOCATE FOR INCREASED GOVERNMENT CO-FUNDING FOR THE SOCIAL SECTOR

Advocate for the augmentation of resources in the social sector, pinpointing novel strategies for fiscal space enhancement beyond mere reductions in debt service obligations. Champion increased governmental co-financing of pivotal social sector projects to propel sustainable development in Zambia.

Situation

The government is currently prioritizing debt

servicing in response to its substantial debt load. This has led to a noticeable reduction in expenditures allocated to social sectors. Consequently, the government's capacity to provide co-funding for social sector priorities – a critical factor in supporting sustainable development in Zambia – has experienced a significant decline. This strategy will support the implementation of government co-funding for social sector priorities, help free up resources for the social sector and amplify their impact on progress towards the SDGs.

Intended actions

To support sustainable development in Zambia despite the government's substantial debt load, the following actions are intended:

- 1. Undertake evidence-driven social sector partner engagement:** Review new evidence and harness existing data from relevant UN Zambia agencies to pinpoint opportunities for budget efficiencies and public-private partnerships (PPPs) in the social sector. Utilize these insights to actively engage key cooperating partners, including IFIs.
- 2. Engage in multistakeholder dialogues for co-funding social sectors:** Initiate ongoing strategic dialogues with the government, the IMF and the World Bank Group to investigate co-funding possibilities in the social sectors, especially within the scope of debt restructuring initiatives.
- 3. Cultivate inter-agency collaboration with local government for resource optimization:** Encourage the UNCT to strengthen its collaborative relationship with the Ministry of Local Government and Rural Development. Explore opportunities for aligning and leveraging UN financial resources with Constituency Development Funds (CDFs), thereby liberating additional financial means for the social sector and enhancing the impact on the SDGs.¹⁸

Target

The following targets will be met to ensure better investment in social sectors:

1. Identify and seize opportunities from vertical, thematic and pooled funding sources.
2. Support policies and interventions aimed at capitalizing on the demographic dividend.
3. Engage with the IMF and the World Bank Group to advocate for debt restructuring and support new modalities for mobilizing resources for the social sector.
4. Achieve alignment and leverage of CDFs with

¹⁸ Similarly, the government allocated 10% of the increased CDF to youth to reduce socioeconomic disparities in urban and rural areas. UN Zambia can therefore support efforts to ensure this is effectively utilised.

UN financial resources to accelerate timely implementation.

STRATEGIC OBJECTIVE 4. LEVERAGE FUNDS AND RESOURCES TO MAXIMIZE IMPACT

Leverage funds and resources (including human capital) from government, key development partners and donors through strategic alignment and coordination to maximize the impact on achieving the SDGs and national priorities.

Situation

Given the competitive landscape for financial resources and the complexities associated with coordinating multistakeholder initiatives, the risk of fragmented approaches and operational inefficiencies is substantial. It is imperative to foster strategic alignment and synchronization among development partners and donors. This will facilitate optimized resource allocation and enable a focused and synergistic approach towards the attainment of mutual priorities and objectives.

Intended actions

The following actions will be taken:

1. Influence resource allocation through post-Voluntary National Review (VNR) engagements:

Assist the government in holding post-VNR discussions with donors and key stakeholders. Aim to steer resource allocation towards underperforming SDGs and to establish a targeted action plan for their acceleration.

2. Strengthen financial planning for lagging SDGs:

Arrange consistent dialogue sessions with the Ministry of Finance and National Planning as well as the Cooperating Partners Group. Focus these discussions on identifying and prioritizing lagging SDGs based on VNR findings, aiming to align and mobilize financial resources to expedite their realization.

3. Foster resilience through multisector collaboration:

Convene a meeting involving the government, international NGOs, civil society, Zambian diaspora nationals and primary development partners. Align and augment resource leveraging for resilience-building and livelihood interventions, ensuring sustained development gains even in the presence of disasters and hazards.

4. Support the government-UN Joint Programme on Youth Empowerment and Employment:

Contribute to the successful deployment of Phase I of the Joint Programme on Youth Empowerment and Employment and intensify governmental resource mobilization initiatives for Phase II, in coordination with private sector stakeholders and bilateral partners.

5. Support Ministry of Youth, Sport and Arts updates to the National Youth Policy:

Support the Ministry of Youth, Sports and Arts in revising the National Youth Policy and executing the rollout of the implementation plan, strategically utilizing the 10% CDF allocation to enhance youth development programmes.

6. Leverage and illustrate the catalytic role of UN initiatives in SDG financing:

Illustrate how UN joint programmes or projects serve as catalysts in mobilizing financing for the SDGs because of the UN's comparative advantages. Drawing on these comparative advantages, explore innovative financing mechanisms that can be used to leverage larger financial flows for sustainable development goals.

Target

The following activities will be accomplished:

1. Conduct VNR engagements with donors and stakeholders to influence allocations towards lagging SDGs.
2. Conduct a detailed mapping of existing initiatives on youth development in the country to foster linkages among them.
3. Facilitate dialogue on the need to align and leverage resources for promoting sustainable development.
4. Align and leverage resources for resilience-building and livelihoods, leading to the development of a comprehensive strategy.
5. Conduct multisectoral partner consultations within the Cabinet-approved coordination framework on youth empowerment.

STRATEGIC OBJECTIVE 5. DIVERSIFY UN ZAMBIA'S FINANCIAL RESOURCE BASE

Diversify UN Zambia's financial resource base by engaging with private sector partners and exploring new partnerships with traditional and emerging donors, leveraging the UN's comparative advantage as the partner of choice for sustainable development.

Situation

Zambia's SDG-aligned priorities require substantial external funding and assistance, making diversification of its funding base critical. The changing dynamics of global traditional donor funding make this reliance unsustainable. The private sector offers potential partnerships for UN Zambia but engagement is limited by a focus on commercial interests and regulatory barriers for PPPs. Emerging donors such as philanthropies could provide resources but awareness of Zambian development needs is lacking in this sector. Diaspora remittances, although minor contributors to GDP, are another

untapped resource. Zambia's young population, with a median age of 17.6 years, represents a potential demographic dividend, which could boost economic productivity. Exploiting this opportunity for sustainable development remains a challenge, though. To enhance its funding base, UN Zambia must leverage its unique position as a preferred partner for sustainable development, strengthening existing relationships and forging new ones with private and emerging donors.

Intended actions

To diversify UN Zambia's financial resource base and engage with private sector partners and emerging donors, the following activities will be undertaken:

- 1. Map and engage diverse funding sources aligned with the SDGs:** Conduct an exhaustive mapping exercise to pinpoint potential private sector partners and emerging donors in line with UN Zambia's development priorities. Explore various funding avenues, including vertical, thematic and pooled funds (such as MPTFs)¹⁹ and engage with the government for co-funding opportunities. Assess the viability of innovative financial instruments such as green and pandemic bonds. Undertake similar research on emerging labour market opportunities (e.g., digital, creative industry, tourism, etc.) for youth.²⁰ Partner with the UN Global Compact (UNGC), the world's largest voluntary corporate citizenship initiative,²¹ to host roundtable discussions with high-impact private foundations to diversify and secure funding. Collaborating with the UNGC is critical as it offers a principled framework for sustainable business practices, enabling organizations to align their operations and strategies with global standards on human rights, labour, environment and anti-corruption, thereby contributing meaningfully to the achievement of the SDGs.
- 2. Broaden resource mobilization through private sector engagement:** Optimize broad-based resource mobilization by advocating for policies that encourage private sector involvement in sustainable development. Develop bankable business plans targeting private sector investments in the SDGs, perform regular targeted outreach for effective private sector participation and organize frequent resource mobilization events involving emerging donor countries and IFIs.
- 3. Harness diaspora remittances for SDG progress:** Support a study conducted by the Ministry of Finance and National Planning focusing on diaspora capital (skills and knowledge transfers,

financial and social remittances). The goal will be to effectively harness and direct these resources towards achieving the SDGs in Zambia.

- 4. Advance policies to capitalize on the demographic dividend via South-South learning:** RCO will leverage the expertise and knowledge of the agencies and coordinate their efforts to support the government in formulating and executing policies aimed at realizing the demographic dividend. Utilize the platform of South-South learning to share best practices and strategies that can be adapted to Zambia's context.
- 5. Track diversification and engagement in funding sources:** Monitor and evaluate progress in diversifying UN Zambia's financial resource base. Pay particular attention to engagement levels with private sector partners and emerging donors, gauging effectiveness and making adjustments as necessary.

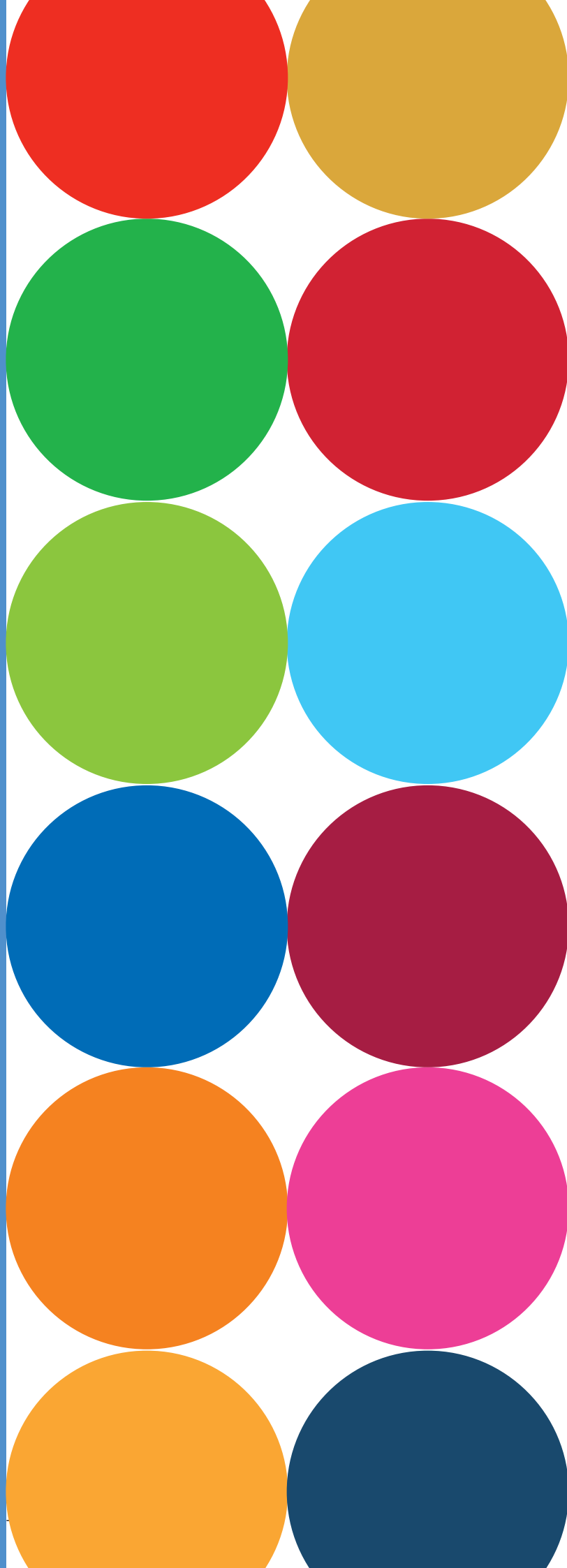
Target

The following activities will be accomplished:

1. Conduct a comprehensive mapping of private sector and emerging donors.
2. Identify and seize opportunities from vertical, thematic and pooled funding sources.
3. Organize regular roundtable discussions and resource mobilization meetings with philanthropic foundations.
4. Engage with the private sector to develop bankable business plans for mutually beneficial partnerships.
5. Undertake a study to harness diaspora remittances as a source of financing for sustainable development.
6. Monitor the funding mix to better support sustainable development initiatives.

¹⁹ Creating country-specific MPTFs enables a tailored approach to local issues by pooling diverse resources and expertise, streamlining coordination to optimize development impact and fostering transparency and accountability to enhance long-term investment. ²⁰ Bearing in mind that youth constitute the majority of Zambia's population. ²¹ OHCHR and UNGC (2009).

3. PARTNERSHIPS



3.1. BACKGROUND AND CONTEXT

These approaches include fostering joint programmes, pooled funding and PPPs, per the Secretary-General’s 2021 report guidelines. The UN’s robust multistakeholder engagement in Zambia involves working with government, civil society, academia and media. The 2023–2027 cycle will continue these partnerships and expand networks for achieving the SDGs. The UN’s proactive approach in Zambia includes collaboration with various partners to support the SDGs and improve local lives. Such cooperation involves active participation in local groups such as the Coordinating Partners Group and the Disaster Management Consultative Forum, focusing on resource mobilization and supporting 8NDP implementation.

3.2. PARTNERSHIPS FOR THE UNSDCF 2023–2027

The UN System in Zambia’s partners fall into several categories, including donors from the countries of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC), IFIs, philanthropic organizations, private sector entities, civil society, government, NGOs, foundations, academia and others.

Over the years, the UNCT has consistently partnered with the government of Zambia to bolster its efforts in achieving its medium- and long-term development goals. This support spans multiple sectors, including health, education, agriculture, economic development, good governance, environmental sustainability, gender equality and social protection. The government transition in 2021, coinciding with the new UNSDCF, has presented a unique opportunity to identify and bolster key priorities for long-term sustainable development.

3.5. ANALYSIS OF PAST AND CURRENT PARTNERSHIPS

Various organizations and donors contribute significantly to Zambia’s sustainable development. Multilateral organizations such as the World Bank, AfDB and the EU cover diverse areas, including infrastructure, energy, transportation, agriculture, education and poverty reduction. Bilateral donors such as the US, Sweden, Germany, Switzerland, Finland, Japan, the UK and Canada focus on health, governance, child protection and economic growth. Private foundations, notably the BMGF and the Ford Foundation, support global health, human rights and social justice initiatives.

Civil society organizations (CSOs) in Zambia advocate for marginalized communities, while the private

sector’s role in sustainable development is growing, offering funding, expertise and innovation. However, private sector investment in development remains limited. Addressing the challenge of aligning private capital with the SDGs and closing the financing gap is crucial in Zambia.

3.6. STRATEGIC OBJECTIVES AND APPROACHES FOR PARTNERSHIPS

The Strategic Objectives for partnerships under the UNSDCF’s J-PRMS are to:

1. Nurture good working relations with existing partners to achieve UNSDCF results and invest in coordinated approaches to key strategic partners.
2. Strengthen and broaden the portfolio of UN Zambia’s partnerships using a holistic, tailored approach, ensuring that programmes engage best-of-fit partners across all sectors to best meet development needs.
3. Proactively pursue opportunities for cooperation and partnership with the private sector and IFIs framed around joint programming initiatives.
4. Form and design new partnerships with strategic development actors, across all Pillars of the UNSDCF, including humanitarian response, that work to advance Zambia’s development agenda through medium- and long-term strategies.
5. Promote, through communication and demonstration, UN Zambia’s comparative advantage as the partner of choice towards achieving the SDGs and advancing national development priorities as enshrined in the 8NDP.

STRATEGIC OBJECTIVE 1. NURTURE GOOD WORKING RELATIONSHIPS WITH EXISTING PARTNERS

Nurture good working relationships with existing partners to achieve UNSDCF results and invest in coordinated approaches to key strategic partners.

Situation

The UN System in Zambia boasts a robust and extensive partnership network that spans all thematic areas aligned with its mandates. With over 300 partners from various sectors, including government, civil society, private sector, cooperating partners and donors, academia, trade unions and regional bodies, the UN has established networks that encompass special interest groups such as youth; women; people living with HIV; lesbian, gay, bisexual and transgender people; people who inject drugs; and refugees, among others. In light of this, the UN in Zambia will seek to foster and explore further partnerships with existing partners in new programme and thematic areas during the upcoming Cooperation Framework cycle from 2023 to 2027.

Intended actions

The following actions will be taken:

- 1. Maintain and enhance individual agency partnerships aligned with the UNSDCF:** Continue with the efforts of individual UN agencies to cultivate and sustain partnerships that are directly relevant to the objectives outlined in the UNSDCF.
- 2. Execute regular strategic engagements at technical and policy levels with existing partners:** Undertake systematic and routine partnership dialogues with existing collaborators at both technical and policy levels. This initiative aims to strengthen existing relationships and ensure continued alignment with the goals and objectives of the UNSDCF.²²
- 3. Jointly engage key strategic partners centred around UNSDCF objectives:** Facilitate joint engagement activities with key strategic partners that are aligned with the UNSDCF Pillars/RGs. The aim is to ensure cohesive action and resource allocation in line with predefined objectives.
- 4. Develop and update a UN Zambia partners database:** Establish, maintain and periodically update a comprehensive database of UN Zambia's partners. This tool will serve as a centralized repository for all partnership information, streamlining communication and facilitating easier tracking of engagement metrics and outcomes.

Target

Maintain partnerships with existing partners and start partnerships with new partners.

STRATEGIC OBJECTIVE 2. STRENGTHEN AND BROADEN UN ZAMBIA'S PARTNERSHIPS

Strengthen and broaden the portfolio of UN Zambia's partnerships using a holistic, tailored approach, ensuring that programmes engage best-of-fit partners across all sectors to best meet development needs.

Situation

The UNSDCF 2023–2027 is fully aligned with the 8NDP. Informed by the UN Common Country Analysis, it intervenes in several programme areas based on the current development context. Some of these areas were not covered in the previous UNSDPF. In formulating the J-PRMS, a stakeholder mapping process was undertaken, which identified output areas for potential partnerships and collaborations with specific partner organizations and stakeholders. This approach will ensure that programmes engage the best-fit partners across all sectors to meet development needs.

Intended actions

To engage new potential partners, the UNCT will:

- 1. Map and plan partnership engagements based on UNSDCF Output areas:** Identify new potential partners through a comprehensive mapping exercise and derive a partnership engagement schedule for the UNCT focused on Output areas of the UNSDCF.²³ This step involves systematically approaching new potential partners, prioritizing engagements and streamlining collaboration based on strategic goals.
- 2. Conduct joint meetings and outreach focused on UNSDCF Output areas:** Jointly convene discussions and outreach activities with new potential partners, including line ministries, civil society, the private sector and IFIs, in alignment with the output areas of the UNSDCF. The aim is to forge new partnerships that are both meaningful and directly applicable to the goals of the UNSDCF, as informed by the prior mapping exercise.
- 3. Execute technical-level engagements based on UNSDCF Output areas:** Engage with new potential partners at a technical level, organized by RGs and centred on the Output areas of the UNSDCF. The objective of these engagements is to ensure the technical details and execution plans align perfectly with the overarching objectives of the UNSDCF, thus maximizing the efficacy of these new partnerships.

Target

The following accomplishments are targeted for this Strategic Objective:

1. Identify potential new partners and establish a timetable for engagement.
2. Facilitate collaborative partnership engagement through the UNCT.
3. Implement technical-level partnership discussions with prospective collaborators, as directed by the RGs.

STRATEGIC OBJECTIVE 3. REALIZE OPPORTUNITIES FOR PARTNERSHIPS WITH THE PRIVATE SECTOR AND IFIS

Proactively pursue opportunities for cooperation and partnerships with the private sector and IFIs framed around joint programming or initiatives.

Situation

Collaboration between UN Zambia and the private sector is limited. The UN has engaged with the Business Coalition Council Emergency Taskforce but joint engagements have been few. Although some UN agencies have strategic partnerships with private sector entities, private actors perceive the UN as a donor or funder rather than a partner in development. Varying due diligence processes for partnering with the private sector are determined by each UN agency's corporate policies. Economic instability and COVID-19 have led to small-scale collaborations.

However, the private sector can be a catalytic partner in achieving Agenda 2030 by embracing sustainability and unlocking trillions in sustainable investments. Collaborations with IFIs have been stronger but require closer cooperation. UN staff in Zambia need capacity-building and knowledge transfer on innovative finance tools to enable greater partnership opportunities with IFIs.

Intended actions

The following activities will be executed:

- 1. Prioritize private sector involvement in the UNSDCF:** Elevate the role of the private sector in the planning and execution of the UNSDCF. The aim is to ensure that private sector perspectives and financial and non-financial resources are integrated into the UNSDCF, thereby diversifying and strengthening its impact. Non-financial private sector contributions include technical expertise, innovation and strategic advocacy.
- 2. Organize UNCT-private sector-IFI joint partnership meetings:** Convene UNCT and technical-level meetings that promote information-sharing between the UN, private sector entities and IFIs operating in Zambia. The goal is to create a collaborative atmosphere where all stakeholders can share knowledge, resources and opportunities.
- 3. Set up a UN-private sector SDG partnership forum:** Establish a dedicated forum for facilitating regular interactions between the UN and the private sector, specifically focused on advancing the SDGs. The intention is to create a structured dialogue that fosters enduring partnerships and maximizes joint contributions to the SDGs.
- 4. Collaborate with government to align the private sector with the SDGs:** Work closely with the government to establish mechanisms and incentive structures that encourage the private sector to contribute to the SDGs. This action aims to make the business environment more conducive for companies to align their strategies and operations with the SDGs.
- 5. Enhance private sector awareness and capacity on Agenda 2030:** Implement initiatives aimed at increasing the private sector's understanding of and capacity to contribute to Agenda 2030 and the SDGs. The objective is to equip businesses with the knowledge and tools they need to actively participate in sustainable development efforts.
- 6. Engage the UN Development Coordination Office (DCO) for improved IFI and private sector partnerships:** Involve DCO to enhance partnerships with the IFIs and the private sector under the UNSDCF. This action aims to leverage DCO's expertise and network to solidify and expand partnerships for the UN in Zambia.

7. Augment UN staff capacities on innovative finance tools: Build the capacities of UN staff in Zambia to effectively use resources from UN agencies and the DCO at regional and global levels, particularly focusing on innovative finance tools. The goal is to optimize the utilization of available resources and explore new financing mechanisms for sustainable development.

8. Investigate synergies with the country's business associations and networks: Explore potential synergies and collaborative opportunities between UN operations in Zambia and existing business associations and networks in the country. The aim is to identify ways the UN can leverage existing private sector associations and networks for collaborative initiatives, thereby amplifying the reach and impact of UN programmes.

Target

The following will be achieved:

1. Increase the participation and contribution of the private sector to sustainable development.
2. Establish strategic partnerships with IFIs.

STRATEGIC OBJECTIVE 4. FORGE NEW PARTNERSHIPS ACROSS ALL PILLARS OF THE UNSDCF

Form and design new partnerships with strategic development actors, across all Pillars of the UNSDCF, including humanitarian response, that work to advance Zambia's development agenda through medium- and long-term strategies.

Situation

The UNSDCF addresses various programme areas based on the current development context, as per the Common Country Analysis. Some of these areas are newly introduced themes. For successful implementation, it is crucial to establish new partnerships across all Pillars of the UNSDCF. The mapping exercise identifies such potential partnerships. Meanwhile, humanitarian situations continue to emerge as a result of the impact of climate change and pandemics. These pose a threat to progress made towards achieving the SDGs. The previous UNSDPF did not adequately consider this aspect.

Intended actions

The following initiatives will be implemented:

- 1. Promote awareness of UNSDCF priorities among partners:** Engage in targeted outreach to enhance understanding and prioritization of UNSDCF objectives among existing and potential partners, focusing on programmatic and thematic areas. The goal is to ensure that all stakeholders are aligned and committed to the same development objectives.

2. Empower RGs for sector-specific partnership engagements: With authorization from the UNCT, RGs will manage specialized partnership engagements,²⁴ including meetings with existing associates in relevant sectors. The aim is to enhance the effectiveness of partnerships by involving subject matter experts in the collaboration process.

3. Authorize RGs to lead engagements with strategically mapped potential partners: RGs, sanctioned by the UNCT, will spearhead sector-specific engagements and meetings with potential partners identified through strategic mapping exercises. The aim is to expand the network of partners involved in the UNSDCF by engaging with organizations that can offer new perspectives or resources.

4. Comprehensively map existing and new humanitarian partners and coordinate regular meetings: Conduct an extensive mapping of both existing and new humanitarian partners in Zambia and convene regular meetings in collaboration with the Office of the Vice President and the Disaster Management and Mitigation Unit. The objective is to keep all humanitarian actors in the loop and foster a coordinated approach to disaster management and mitigation in line with and leveraging the Global Compact for Refugees and the Global Compact for Migration.

Target

The following will be achieved:

1. Establish new partnerships across UNSDCF Pillars.
2. Facilitate by RGs and the UNCT with partners across UNSDCF Pillars.
3. Carry out identification and engagement of humanitarian partners in partnerships.

STRATEGIC OBJECTIVE 5. PROMOTE UN ZAMBIA AS THE PARTNER OF CHOICE TO ACHIEVE THE SDGS

Promote, through communication and demonstration, UN Zambia's comparative advantage as the partner of choice towards achieving the SDGs and advancing national development priorities as enshrined in the 8NDP.

Situation

UN Zambia is uniquely positioned to advance Zambia's development, with its extensive global network and multifaceted expertise. Its brand credibility and capacity to build strategic alliances with Zambian stakeholders and beyond is unparalleled. Nonetheless, inter-agency coordination within the UN System, with its diverse mandates and cultures, presents hurdles, as do funding limitations and bureaucratic hurdles. External factors, such as donor shifts, political

volatility and competition, further complicate matters. However, UN Zambia has the potential to fortify its leadership role in achieving Zambian development objectives by synchronizing its strategy with government priorities, spotlighting its achievements and strengths, and diversifying funding avenues. The current global emphasis on the SDGs presents an exceptional platform to highlight UN Zambia's competencies.

Intended Actions

The following actions will be executed towards this Strategic Objective:

1. Hold Joint Steering Committee (JSC) meetings to showcase UN contributions to the 8NDP:

Collaborate with the government to conduct JSC meetings that highlight the UN's contributions to the 8NDP through the effective implementation of the UNSDCF. The goal is to demonstrate the UN's comparative advantage in supporting national goals and to enhance its visibility among key stakeholders.

2. Convene breakfast meetings to showcase the UN's comparative advantage:

Organize breakfast meetings that bring together the government, donors, civil society, the private sector and other key stakeholders to present the UN's comparative advantages in advancing the SDGs and national priorities. The aim is to position the UN as the partner of choice in the achievement of the SDGs and national priorities.

3. Enhance J-PRMS visibility and highlight UN Zambia's partnerships and SDG achievements:

Collaborate with the UN Communications Group (UNCG) to produce and distribute newsletters and related communications showcasing UN Zambia's achievements regarding the SDGs and UNSDCF priorities. Use targeted social media campaigns and partnerships with digital influencers to increase UN visibility. Promote awareness of the J-PRMS and its objectives to enhance UN Zambia's profile in the country and emphasize its collaborations with the government and its development partners and stakeholders.

4. Conduct annual or semi-annual UN programme reviews:

Undertake comprehensive programme reviews on an annual or semi-annual basis, in collaboration with the government and development partners. The focus is to shed light on how UN Zambia is contributing to the 8NDP and to assert its comparative advantage as the preferred development partner.

5. Enhance UN Zambia's participation in national coordination structures:

Actively participate in key national coordination platforms, including National Development Coordination Committee meetings, Cluster Advisory Groups, 8NDP Technical Working

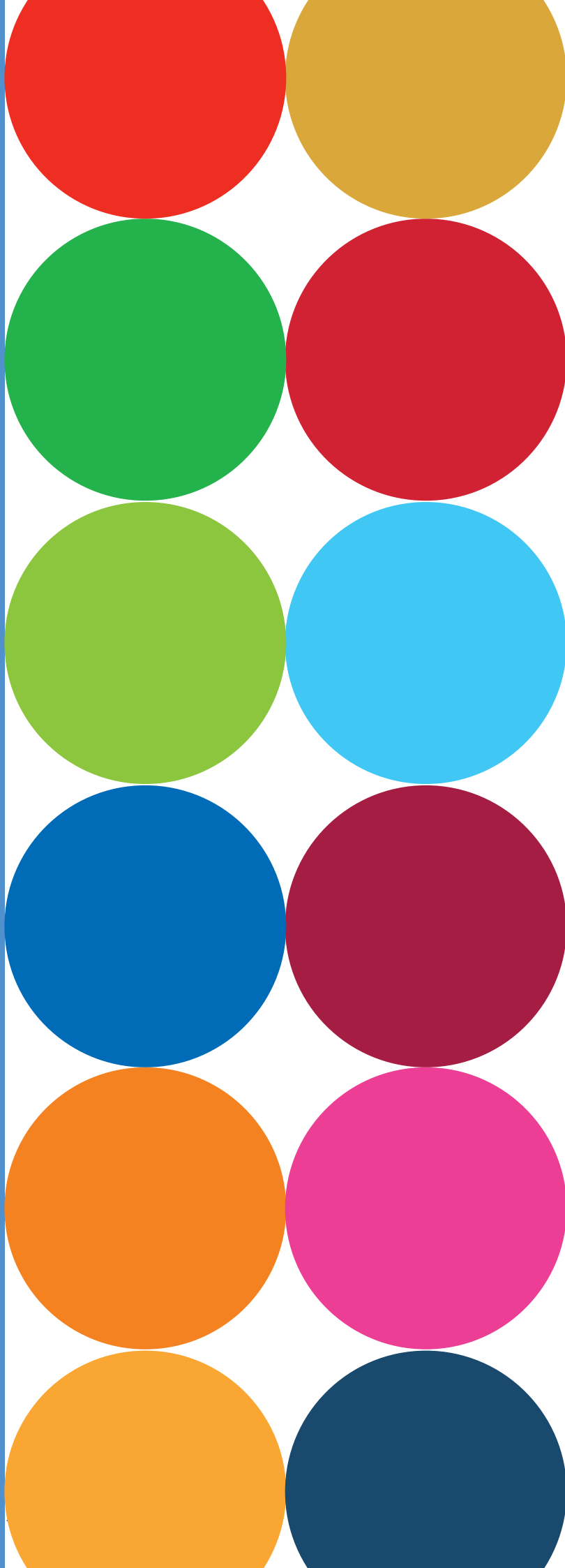
Groups, the Disaster Management and Consultative Forum and other essential national structures. The aim is to ensure the UN's inputs are well integrated into national planning and coordination efforts.

Target

The following are the intended accomplishments:

1. Showcase the UN's comparative advantage during JSC meetings.
2. Hold breakfast meetings with partners to highlight the UN's added value and comparative advantage.
3. Produce newsletters and communication materials to showcase the UN's added value.
4. Hold programme reviews involving government and development partners, leading to an improvement in the UN's visibility.

4. IMPLEMENTATION AND MONITORING



4.1. LEADERSHIP ROLE OF THE RESIDENT COORDINATOR'S OFFICE

The UN Zambia agencies will execute the J-PRMS to strengthen partnerships and mobilize financial and non-financial resources in support of the UNSDCF 2023–2027. The Heads of Agencies (HoAs) have a key role to play in this regard. The RCO will be responsible for monitoring and evaluating the quality of the implementation process. Close collaboration with the UNCT, the Programme Management Team (PMT) and other UN entities will enhance the review process for the strategy and improve related planning and financial systems. Successful implementation will hinge on strategic collaboration with various stakeholders and strengthening support to the Zambian government to ensure sustainable ownership of interventions and results (Table 7).

4.2. INFORMATION, COMMUNICATION AND ADVOCACY

UN Zambia will launch strategic information dissemination, communication and advocacy initiatives to help position it as the go-to partner towards achieving the SDGs. It will broadcast its pivotal role in the 8NDP by hosting JSC meetings and breakfast sessions and highlighting its unique comparative advantages. Collaboration with the UNCG will help amplify the J-PRMS's visibility using newsletters, social media and partnerships with digital influencers to highlight the UN family's collaborations and achievements. Annual programme reviews will further elucidate the UN's contributions, while active participation in national platforms will ensure cohesive integration of the UN's strategies into national planning.

TABLE 7: UN ZAMBIA AND GOVERNMENT J-PRMS ROLES AND RESPONSIBILITIES

Roles and responsibilities		
Actor or stakeholder	Partnerships	Resource mobilization
RCO ²⁵	<ul style="list-style-type: none"> • Coordinates UN agencies and facilitates partnerships. • Responsibility – UN RCO, UNCT members 	<ul style="list-style-type: none"> • Coordinates UN agencies and donor engagement and oversees joint programming to ensure coherent and impactful delivery. • Responsibility – UN RCO, UNCT members
UN agencies	<ul style="list-style-type: none"> • Each UN agency jointly engages in partnerships and programming in line with the RCO's coordinating efforts to maximize impact. • Responsibility – UN RCO, UN HoAs 	<ul style="list-style-type: none"> • Each UN agency is responsible for operationalizing the J-PRMS within its area of expertise through joint donor engagement and programming consistent with the RCO's coordination efforts. • Responsibility – UN RCO, UN HoAs
RGs	<ul style="list-style-type: none"> • Working together to align UN, government and partners' objectives and activities; participating in technical-level partnership meetings with stakeholders; identifying new partners in the development arena. • Responsibility – RG co-chairs and members, UN RCO, UN HoAs, UNCG 	<ul style="list-style-type: none"> • Aligning UN interventions with other development partners to enhance synergies for greater impact; determining resource requirements at technical and implementation level to inform UNCT resource mobilization efforts. • Responsibility – RG co-chairs and members, UN RCO, UN HoAs, UNCG
Zambian government	<ul style="list-style-type: none"> • Articulates its national priorities in its development plan, communicates them and enters development cooperation arrangements with the UN, its cooperating partners, the IFIs and other development agencies. • Responsibility – heads of government ministries, heads of development cooperation and agencies, UN RCO, UN HoAs, UNCG* 	<ul style="list-style-type: none"> • Articulates its funding needs; engages its cooperating partners, the UN, the IFIs and other development agencies. • Responsibility – heads of government ministries, heads of development cooperation and agencies, UN RCO, UN HoAs, UNCG*

Note: * As focal point for communication and visibility.

²⁵ Aligns the J-PRMS with Zambia's national priorities and the UN's global objectives.

4.3. ENHANCED INTERNAL COORDINATION FOR EFFECTIVE EXTERNAL PARTNERSHIP

Effective national coordination mechanisms, both internal and external, are crucial for fostering partnerships. To further improve the effectiveness and value of partnerships, these mechanisms must be strengthened and streamlined. The UNCT will establish an internal coordination system that will concentrate on reinforcing current partnerships and establishing new ones. The PMT will offer vital policy guidance to ensure the success of this initiative.

4.4. STRENGTHENING THE MANAGEMENT INFORMATION SYSTEM FOR ENHANCED COORDINATION AND TRANSPARENCY

UN Zambia is enhancing its management information system via UN INFO, a digital platform managed by the UN DCO that promotes transparency in development coordination. The initiative aims to improve data accuracy and consolidate information by bolstering agency capacity and standardizing reporting. The UN Sustainable Development Group's data portal²⁶ draws from UN INFO to showcase UN teams' accomplishments on the SDGs. Enhancements to communication infrastructure and ICT products will support improved monitoring, reporting and information exchange.

4.5. IMPLEMENTATION, MONITORING AND REPORTING ON THE J-PRMS

After approval by the UNCT, the J-PRMS will be implemented in accordance with implementation plans drawn from its Action Plan (see Annex 3). It will be monitored in accordance with the monitoring and learning plan of the UNSDCF. The J-PRMS will be updated after the mid-term review of the UNSDCF. It will be regularly reviewed and updated to remain relevant. Implementation will be evaluated, and results of this will be integrated into existing monitoring and reporting systems, which will generate high-quality information for policy formulation and good practices.

²⁶ <https://uninfo.org/> (beta version).

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ANNEX 1. PARTNER MATRIX

Government	Civil society	Academia	Private sector	IFIs	International and regional partners
UNSDCF – PROSPERITY PILLAR EXISTING PARTNERS					
<ul style="list-style-type: none"> • Ministry of Agriculture • Ministry of Finance and National Planning • Ministry of Commerce, Trade and Industry • Zambia Statistical Agency • Ministry of Technology and Science • Ministry of Labour and Social Security • Ministry of Home Affairs and Internal Security • Ministry of Information and Media • Ministry of Small and Medium Enterprise Development • Ministry of Youth, Sport and Arts • Ministry of Local Government and Rural Development • Ministry of Transport and Logistics • Ministry of Infrastructure, Housing and Urban Development • Ministry of Water Development and Sanitation • Ministry of Education • Office of the Commissioner for Refugees • Zambia Revenue Authority • Bank of Zambia 	<ul style="list-style-type: none"> • Civil Society for Poverty Reduction • World Vision International • Oxfam International • Caritas Czech Republic • Caritas Zambia 	<ul style="list-style-type: none"> • University of Zambia • University of Lusaka • Zambia Institute for Policy Analysis and Research 	<ul style="list-style-type: none"> • Zambia Federation of Employers • Trade Unions • Zambia Chamber of Commerce • Trade and Industry • Zambia National Farmers' Union • FINCA • Probase • Viamo • Bongo Hive • Financial Service Providers (Stanbic, Zanaco, UBA Zambia, Standard Chartered, etc.) • Mobile network operators (Airtel and MTN) 	<ul style="list-style-type: none"> • World Bank • African Development Bank • International Monetary Fund 	<ul style="list-style-type: none"> • EU • Embassy of Finland • Embassy of France • Embassy of Germany • Embassy of Ireland • Embassy of Japan • Embassy of Korea • Embassy of Sweden • UK High Commission • US Embassy • Common Market for Eastern and Southern Africa • Southern African Development Community • African Union (Southern Africa Regional Office) • (African Union) New Partnership for Africa's Development
UNSDCF – PROSPERITY PILLAR PARTNERSHIPS TO FURTHER EXPLORE FOR THE PERIOD 2023–2027					
<ul style="list-style-type: none"> • Ministry of Justice • Ministry of Tourism • Ministry of Finance and National Planning • Ministry of Small and Medium Enterprise Development • Ministry of Community Development and Social Services • Ministry of Local Government and Rural Development • Ministry of Health • Bank of Zambia • Zambia Revenue Authority 	<ul style="list-style-type: none"> • Centre for Trade Policy and Development 	<ul style="list-style-type: none"> • Policy Research Institute • Institute of Economic and Social Resource • National Institute for Scientific and Industrial Research • Zambia Institute for Policy Analysis and Research • National Institute for Public Administration 	<ul style="list-style-type: none"> • Zambia Association of Manufacturers • Zambia Chamber of Small and Medium Business Association • Tourism Council of Zambia 	<ul style="list-style-type: none"> • Asian Development Bank • Arab Bank for Economic Development in Africa 	<ul style="list-style-type: none"> • Embassy of China • Embassy of India • Embassy of Saudi Arabia • Embassy of South Africa • Embassy of Canada • Embassy of Denmark • Embassy of France

Government	Civil society	Academia	Private sector	IFIs	International and regional partners
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UNSDCF – PEOPLE PILLAR EXISTING PARTNERS

<ul style="list-style-type: none"> • Ministry of Health • Ministry of Community Development and Social Services • Ministry of Agriculture • Ministry of Education • Ministry of Green Economy and Environment • Ministry of Justice • Ministry of Transport and Logistics • Ministry of Finance and National Planning • Ministry of Technology and Science • Ministry of Youth, Sport and Arts • Ministry of Local Government and Rural Development • Ministry of Transport and Logistics • Ministry of Infrastructure, Housing and Urban Development • Ministry of Home Affairs and Internal Security • Ministry of Information and Media • Ministry of Water Development and Sanitation • Zambia Statistical Agency • Zambia National Public Health Institute • National AIDS Council • National Food and Nutrition Commission • Office of the Vice President • Cabinet Office – Gender Division • Technical Education, Vocational and Entrepreneurship Training Authority • Zambia Agency for Persons with Disabilities • National Youth Development Council • Lusaka Water and Sewerage Company • Lukanga Water • Rural Electrification Authority 	<ul style="list-style-type: none"> • Planned Parenthood Association of Zambia • Caritas Zambia • Civil Society for Poverty Reduction • Caritas Zambia Czech Republic • Action Africa Help • Young Women Christian Association • Zambia Deaf Society • Network of Zambians Living Positively • Zambia Youth Platform • SAfAIDS • Habitat for Humanity • Civic Forum • Churches Association of Zambia • Development Aid from People to People • Heifer International Zambia • CARE International Zambia • International Development Enterprise • Self Help Africa • Vision Fund Zambia • Adventist Development Relief Agency • Save the Children • Zambia Federation of Disability Organisations • Oxfam International • World Renew • Civil Society Scaling Up Nutrition Alliance • Zambia National Education Coalition 	<ul style="list-style-type: none"> • University of Zambia • Institute of Economic and Social Research • Zambia Institute for Policy Analysis and Research 	<ul style="list-style-type: none"> • Zambia National Farmers Union • Airtel Zambia Ltd 	<ul style="list-style-type: none"> • World Bank Group • Asian Development Bank • Arab Bank for Economic Development in Africa • Global Fund • KfW Development Bank 	<ul style="list-style-type: none"> • EU • Embassy of Denmark • Embassy of Finland • Embassy of France • Embassy of Germany • Embassy of Ireland • Embassy of Japan • Embassy of Korea • Embassy of Spain • Embassy of Sweden • Embassy of Switzerland • UK High Commission • US Embassy
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Government	Civil society	Academia	Private sector	IFIs	International and regional partners
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UNSDCF – PEOPLE PILLAR PARTNERSHIPS TO FURTHER EXPLORE FOR THE PERIOD 2023–2027

<ul style="list-style-type: none"> • Ministry of Finance and National Planning • Ministry of Health • Ministry of Education • Ministry of Water Development and Sanitation • Ministry of Mines and Minerals Development • Ministry of Defense • Zambia Medicines and Medical Supplies Agency 	<ul style="list-style-type: none"> • Africa Youth Initiative Network • Youth Alive Zambia • Youth Vision Zambia • Phenomenal Youths Association • Zambia Youth Platform • Zambia Deaf Society 	<ul style="list-style-type: none"> • University of Zambia • Zambia Institute for Policy Analysis and Research 	<ul style="list-style-type: none"> • Federation of Businesswomen 	<ul style="list-style-type: none"> • African Development Bank • International Monetary Fund • World Bank Group 	<ul style="list-style-type: none"> • Embassy of Finland • Embassy of France • Embassy of Ireland • Embassy of Japan • Embassy of Korea • Embassy of Sweden • Embassy of Switzerland • US Embassy
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UNSDCF – PEACE PILLAR EXISTING PARTNERS

<ul style="list-style-type: none"> • Ministry of Foreign Affairs and International Cooperation • Ministry of Finance and National Planning • Ministry of Technology and Science • Ministry of Home Affairs and Internal Security • Ministry of Justice • Ministry of Technology and Science • Ministry of Local Government and Rural Development • Ministry of Information and Media • Electoral Commission of Zambia • Judiciary • Law Development Commission • Human Rights Commission • Zambia Correction Services • Zambia Police – Victim Support Unit • Department of National Registration, Passport and Citizenship • Cabinet Office – Gender Division • National Prosecution Authority • Anti-Corruption Commission • Drug Enforcement Commission • Commissioner for Refugees 	<ul style="list-style-type: none"> • Non-Governmental Gender Organisations • Coordinating Council • Centre for Environment Justice • Women for Change • Zambia Governance Foundation • Zambia Land Alliance • Women and Law in Southern Africa • Caritas Zambia - Catholic Commission for Justice, Development and Peace • Council of Churches in Zambia • Evangelical Fellowship of Zambia • Zambia Conference of Catholic Bishops • Jesuit Centre for Theological Reflection • Panos Institute Southern Africa • Zambia National Women’s Lobby • Media Institute of Southern Africa – Zambia 	<ul style="list-style-type: none"> • University of Zambia 	<ul style="list-style-type: none"> • Arab Bank for Economic Development in Africa 	<ul style="list-style-type: none"> • Embassy of Belgium • Embassy of Canada • Embassy of Finland • Embassy of Germany • Embassy of Ireland • Embassy of Japan • Embassy of Netherlands • Embassy of Sweden • Embassy of Switzerland • UK High Commission • US Embassy • SDG Center for Africa
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Government	Civil society	Academia	Private sector	IFIs	International and regional partners
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UNSDCF – PEACE PILLAR PARTNERSHIPS TO FURTHER EXPLORE FOR THE PERIOD 2023–2027

<ul style="list-style-type: none"> • Ministry of Education • Ministry of Health • Ministry of Finance and National Planning • Financial Intelligence Centre • Smart Zambia 	<ul style="list-style-type: none"> • Southern Africa Human Rights Litigation Centre • Local Government Association of Zambia 	<ul style="list-style-type: none"> • Institute of Law, Policy Research and Human Rights • Policy Monitoring Research Centre 		<ul style="list-style-type: none"> • African Development Bank • International Monetary Fund • World Bank Group 	<ul style="list-style-type: none"> • Embassy of Denmark • European Union Commission • Embassy of France • Embassy of Finland • Embassy of Germany • Embassy of Ireland • Embassy of Japan • Embassy of Sweden • UK High Commission • US Embassy
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UNSDCF – PLANET PILLAR EXISTING PARTNERS

<ul style="list-style-type: none"> • Ministry of Foreign Affairs and International Cooperation • Ministry of Lands and Natural Resources • Ministry of Energy • Ministry of Infrastructure, Housing and Urban Development • Ministry of Health • Ministry of Community Development and Social Services • Ministry of Agriculture • Ministry of Education • Ministry of Mines and Minerals Development • Ministry of Green Economy and Environment • Ministry of Local Government and Rural Development • Ministry of Information and Media • Ministry of Water Development and Sanitation • Office of the Vice President • Disaster Management and Mitigation Unit • Zambia Meteorology Department • Water Management Authority • Zambia Statistical Agency • Zambia Revenue Authority 	<ul style="list-style-type: none"> • World Vision International • Self Help Africa • Oxfam International • Action Africa Help Zambia • World Renew • CARE International • Save the Children • Centre for Environment Justice • Zambia Energy and Environmental Organization • Wildlife and Environmental Conservation Society of Zambia • Zambia Red Cross Society • Habitat for Humanity • PLAN International Zambia 	<ul style="list-style-type: none"> • University of Zambia • Mulungushi University • Copperbelt University • Zambia Institute for Policy Analysis and Research 	<ul style="list-style-type: none"> • Zambia National Farmers Union 	<ul style="list-style-type: none"> • Arab Bank for Economic Development in Africa • African Development Bank 	<ul style="list-style-type: none"> • European Union Commission • Embassy of Germany • Embassy of Ireland • Embassy of Sweden • UK High Commission • US Embassy
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Government	Civil society	Academia	Private sector	IFIs	International and regional partners
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UNSDCF – PLANET PILLAR PARTNERSHIPS TO FURTHER EXPLORE FOR THE PERIOD 2023-2027

<ul style="list-style-type: none"> • Zambia Electricity Supply Cooperation • Ministry of Education • Ministry of Green Economy and Environment • Ministry of Justice • Ministry of Youth, Sport and Arts • Ministry of Water Development and Sanitation • Ministry of Energy 	<ul style="list-style-type: none"> • Worldwide Fund for Nature • Adventist Development Relief Agency 			<ul style="list-style-type: none"> • African Development Bank • World Bank Group • International Monetary Fund 	<ul style="list-style-type: none"> • Southern African Development Community – Centre for Renewable Energy and Energy Efficiency • Africa Risk Capacity • EU • Embassy of Canada • Embassy of Denmark • Embassy of Finland • Embassy of Germany • Embassy of Ireland • Embassy of Japan • Embassy of Korea • Embassy of Sweden
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ANNEX 2. STRATEGIC PARTNERS' ENGAGEMENT WITHIN THE UNSDCF CYCLE

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
Government and public institutions							
1.	Ministry of Finance and National Planning	H	All	RM – 1, 2, 4 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	SDG analysis, integration and costing SDG coordination SDG progress reporting SDG financing (INFF workstream) Debt restructuring Programme coherence and complementarity (Cluster Advisory Group/UNSDCF Joint Workplans) Enhancing diaspora remittances contributions to sustainable development INFF formulation
2.	Ministry of Foreign Affairs and International Cooperation	H	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Policy support and advocacy	Support to national commitments Development cooperation Country structured vulnerability assessment (conflicts and hazards)
3.	Office of the Vice President	H	1, 2, 3, 10, 12, 13, 17	RM – 2, 3, 4, 5 P – 1, 2, 4, 5	People Planet	Policy support and advocacy Programme implementation	Policy support on revision of Disaster Management and Mitigation Unit Act and Policy to focus more on prevention and preparedness Policy support on National Disaster Risk Reduction Framework formulation Alignment of resilience-building and livelihood interventions in the country Nutrition and food systems
4.	Disaster Management and Mitigation Unit	H	1, 2, 3, 10, 12, 13, 17	RM – 2, 3, 4, 5 P – 1, 2, 4, 5	People Planet	Policy support and advocacy Programme implementation	Policy support on revision of Disaster Management and Mitigation Unit Act and Policy Policy support on National Disaster Risk Reduction Framework, vulnerability assessments, etc. Policy analysis and policy support on alignment of resilience-building and livelihoods in the country Flagship initiatives on enhancing early warning systems, disaster risk reduction (DRR), preparedness, etc.

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
5	Ministry of Commerce Trade and Industry	H	1, 2, 8, 10, 17	RM – 3, 4, 5 P – 1, 2, 3, 4, 5	Prosperity People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support on trade facilitation and implementation of African Continental Free Trade Area, productivity, competitiveness, sustainable industrialization, etc. Policy support on Fintech and financial inclusion Policy analysis and policy support on agriculture and value chains Flagship initiatives and partnerships on financing of industrial development, business and investment climate, incentive schemes and localizing SDGs by district chambers of commerce and business
6	Ministry of Community Development and Social Services	H	1, 2, 3, 4, 5, 6, 10	RM – 3, 4, 5 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	LNOB Policy analysis and policy support on public social services Enhance capacity for social protection provision and monitoring and evaluation Policy support for sustainable livelihoods, decent jobs and entrepreneurship for vulnerable groups Flagship initiatives/partnerships on social protection, financing models for inclusive basic services
7	Ministry of Education	H	4, 10, 5, 17	RM – 3, 4, 5 P – 1, 2, 3, 4, 5	Prosperity People	Policy support and advocacy	Policy support for implementation of Transforming Education Summit recommendation Policy analysis and policy support on free education and education standards
8	Ministry of Fisheries and Livestock	M	1, 2, 3, 4, 8, 10, 12, 15, 17	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	Prosperity People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support to fisheries and livestock sectors to contribute effective to sustainable development Flagship initiatives/partnerships on rural poverty, innovation, food security, agricultural reform, circular economy and sustainable markets
9	Ministry of Green Economy and Environment	H	1, 2, 6, 9, 10, 11, 12, 15, 17	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	Policy support on fully operationalizing functions of the ministry as well as general support Policy analysis and policy support on environment, climate adaptation and/or mitigation, just transition to green economy Flagship initiatives and partnerships on livable, sustainable/smart cities, local government reform, climate action, climate financing, DRR, biodiversity and integrated management of natural resources, etc.

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
10	Ministry of Health	M	3, 5, 7, 10, 13, 17	RM – 3, 4, 5 P – 1, 2, 3, 4, 5	People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support on health sector Policy analysis and policy support on procurement and supply management systems for essential medicines, antiretrovirals, vaccines, etc. Flagship initiatives on rollout of solar for health and other renewable energy options Flagship initiatives/partnerships on health system monitoring, transformation, financing models, COVID-19 response etc.
11	Ministry of Home Affairs and Internal Security	H	8, 10, 16, 17	RM – 3, 4, 5 P – 1, 2, 3, 4, 5	Peace	Policy support and advocacy Programme implementation	Policy analysis and policy support on harmonization, migration management, solutions to refugee statelessness, internal security sector reforms, etc. Flagship initiatives/partnerships on civil registration and vital statistics (legal identity), fight against human trafficking, integrated border management, etc.
12	Ministry of Information and Media	H	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Policy support and advocacy	Heightening visibility of UN work and its contributions to sustainable development in Zambia Policy support sharing information on sustainable development and promoting good governance
13	Ministry of Infrastructure, Housing and Urban Development	H	3, 6, 9, 10, 11, 17	RM – 3, 4, 5 P – 1, 2, 3, 4, 5	People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support on urbanization, urban policy planning and sustainable settlements in urban and peri-urban settings
14	Ministry of Justice	H	5, 10, 16, 17	RM – 3, 4, 5 P – 1, 2, 3, 4, 5	People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support national commitments such as Universal Periodic Review, the Agreement on Trade-Related Aspects of Intellectual Property Rights, etc. Policy analysis and policy support on governance, quality of judicial reforms, etc. Flagship initiatives/partnerships on judiciary reform, judicial services, including legal aid, victims' services, fast track courts for GBV, alternative dispute resolution, etc.
15	Ministry of Labour and Social Security	H	5, 8, 10, 16	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	Policy analysis and policy support on application and implementation of pension reforms Policy analysis and policy support on application of labour standards, social dialogue, social services, youth development and empowerment, decent work agenda and public job matching services, etc. Flagship initiatives and partnerships on decent work, social dialogue, public employment services and labour market programmes, social cooperatives, world of work, future of work, youth employment and youth development, etc.

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
16	Ministry of Lands and Natural Resources	H	1, 2, 5, 10	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	Prosperity People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support on land management, enhanced women's land ownership and natural resource management Flagship initiatives and partnerships on land management, enhanced women's land ownership, general land ownership, slum upgrades, natural resource management, etc.
17	Ministry of Local Government and Rural Development	H	1, 8, 9, 10, 13, 17	RM – 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	Policy analysis and policy support towards local governance, localization of SDGs, decentralization and rural development, INFF, etc. South-South learning and information-sharing on decentralization and rural development Flagship initiatives and partnerships on decentralization, poverty reduction and rural development, localized climate action, village development concepts, etc.
18	Ministry of Mines and Minerals Development	H	1, 5, 8, 10, 15, 17	RM – 2, 3, 4, 5 P – 1, 2, 3, 4, 5	Prosperity People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support on mining, mineral rights and revenue collection, minerals development, promotion of artisanal mining, pollution control, waste management, etc. Flagship initiatives and partnerships on minerals development, value addition, women in mining, etc.
18	Ministry of Small and Medium Enterprise Development	H	1, 8, 10, 17	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	Prosperity People	Policy support and advocacy Programme implementation	Policy analysis and policy support on private sector development, entrepreneurship, investment funds, FDI, financing for s, legalizing and compliance of Informal sector, etc. Flagship initiatives and partnerships on private sector and SME development, entrepreneurship, investment funds, leveraging digital solutions for micro enterprises and SMEs, etc.
19	Ministry of Technology and Science	H	4, 8, 9, 10, 17	RM – 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	Policy analysis and policy support on technology, innovation, artificial intelligence, etc. Flagship initiatives and partnerships on digitalization, innovation, Fintech business platforms, integration of systems, governance and accountability platforms, etc.
20	Ministry of Tourism	M	1, 8, 10, 15, 17	RM – 2, 3, 4, 5 P – 1, 2, 3, 4, 5	Prosperity People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support on enhancing tourism as a revenue stream for the Zambia economy Flagship initiatives and partnerships on promotion of tourism, integrated tourism packages, tourism and rural development, localization of SDGs

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
21	Ministry of Water Development and Sanitation	H	3, 6, 10, 17	RM – 3, 4, 5 P – 1, 2, 3, 4, 5	People	Policy support and advocacy Programme implementation	Policy analysis and policy support on water development, harvesting, management, sanitation and water provision by utility companies, etc. Flagship initiatives and partnerships on water development, harvesting, WASH in informal and high-density settlements/areas, WASH in schools and health facilities, etc.
22	Ministry of Youth, Sport and Art	H	1, 4, 8, 9, 10, 17	RM – 2, 3, 4 P – 2, 3, 4, 5	Prosperity People	Policy support and advocacy Programme implementation	Policy analysis and policy support on youth inclusion, development, alignment of youth skills to industrial needs, etc. Flagship initiatives and partnerships on systems support, youth development and empowerment, internships, skills development, etc.
23	Cabinet Office – Gender Division	H	1, 5, 8, 10	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	Policy analysis and policy support on public gender equality, GBV, women's empowerment, women's participation in governance, etc. Flagship initiatives and partnerships on women in decision-making, violence against women, women's empowerment, etc.
24	Parliamentary Committees	H	All	All	All	Advocacy and outreach Programme implementation	Policy support for LNOB normative frameworks Capacity support for strengthened oversight mechanisms through various Parliamentary Committees
25	Local Authorities (Municipal Councils)	H	All	All	All	Advocacy and outreach Programme implementation	Policy support on localization of SDGs Flagship initiatives and partnerships on urbanization and livable cities, human settlements, inclusive and sustainable municipal service delivery, etc.
26	Electoral Commission of Zambia	M	5, 16, 17	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	Peace	Advocacy and outreach Programme implementation	Policy analysis and policy support on electoral reforms, enhancing electoral systems, etc. Risk assessment and early warning of Zambian political environment Flagship initiatives and partnerships on women and youth participation in leadership/governance, civic education, combating violence, tribalism and hate speech, co-existence among different political players, etc.
27	Zambia Medicines and Medical Supplies Agency	H	3, 7, 10, 13, 17	RM – 2, 3, 4 P – 1, 2, 3, 4, 5		Advocacy and outreach Programme implementation	Policy analysis and policy support on procurement and supply management systems for essential medicines, antiretrovirals, vaccines, etc. Flagship initiatives and partnerships on rollout of solar for health and other renewable energy options for storage facilities, last-mile distribution, use of UN LTA for shorter timeliness of procurement and efficiency gains, transport, logistics, etc.

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
28	National Prosecution Authority	M	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	Prosperity Peace	Advocacy and outreach Programme implementation	Policy analysis and policy support on corruption, illicit financial flows, accountability of public resources and good governance Flagship initiatives and partnerships on combating corruption, illicit financial flows, strengthening oversight and preventive measures, South–South learning from other countries, etc.
29	Anti-Corruption Commission						
30	Drug Enforcement Commission						
31	Financial Intelligence Centre						
32	Zambia Police Service						
33	Zambia Revenue Authority	H	All	All	All	Advocacy and outreach	Policy analysis and policy support on fiscal frameworks, revenue streams, monetary instruments, INFF for SDGs, etc.
34	Bank of Zambia						
35	Department of National Registration, Passport and Citizenship	H	8, 10, 16, 17	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	Peace	Policy support and advocacy Programme implementation	Policy analysis and policy support on legal identity (civil registration and vital statistics), migration, solutions to refugee statelessness, etc. Flagship initiatives/partnerships on civil registration and vital statistics (legal identity) for migrants and refugees, South–South learning and application on statelessness of refugees, integration of legal identity systems, etc.
36	Commissioner for Refugees						
37	Zambia National Public Health Institute	H	3, 10, 17	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	People Planet	Policy support and advocacy Programme implementation	Policy analysis and policy support on strengthening surveillance systems for epidemics including prevention and preparedness Strengthening planning and financing of unexpected eventualities such as epidemics and other humanitarian situations (floods, droughts, etc.) Flagship initiatives and partnerships on epidemic response, surveillance and monitoring points of entry, capacity-building and deployment of emergency staff, etc.
38	Zambia Statistical Agency	H	All	All	All	Policy support and advocacy Programme implementation	Policy support on various national surveys and ensuring timely availability of data for planning and decision-making Flagship initiatives to strengthen national capacity to report on SDG indicators with required disaggregation
39	Zambia Agency for Persons with Disabilities	H	1, 3, 4, 5, 10, 16	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	People Peace	Policy support and advocacy Programme implementation	Policy analysis and policy support on disability inclusion and rights of persons with disabilities Flagship initiatives and partnerships on disability inclusion and empowerment

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
40	National Food and Nutrition Commission	H	1, 2, 3, 10	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	People	Policy support and advocacy Programme implementation	Policy analysis and policy support on nutrition and food systems Policy support on implementation of food systems summit recommendations Flagship initiatives and partnerships on nutrition and food systems, leveraging the Scaling-Up Nutrition II project, etc.
41	Technical Education, Vocational and Entrepreneurship Training Authority	H	1, 4, 8, 9, 10, 17	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	Prosperity People		Policy analysis and policy support on vocational training, entrepreneurship, skills development, etc. Flagship initiatives and partnerships to link vocation training, entrepreneurship, skills development, etc. to industrial skill-set requirements and self-employment opportunities on the market
42	Zambia Meteorology Department	H	1, 2, 3, 4, 13, 15, 17	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	Planet	Programme implementation	Flagship initiatives and partnerships on enhancing early warning systems, DRR, prevention, preparedness, as well as timely and routine information dissemination, etc.
43	National AIDS Council	M	3, 10, 17	RM – 1, 2, 3, 4 P – 1, 2, 3, 4, 5	People	Policy support and advocacy	Programme implementation Policy analysis and policy support on HIV, tuberculosis and malaria programme
44	Global Fund Country Coordinating Mechanism						Support on formulating technical funding requests and leveraging with existing UN programmes
45	Human Rights Commission	H	10, 16, 17	RM – 2, 3, 4 P – 1, 2, 3, 4	Peace	Programme implementation	Flagship initiatives and partnerships on good governance, human rights, national preventive mechanism, civil society partnerships, complaints handling mechanisms, etc.

Cooperating partners and donors (OECD-DAC)

1	EU	H	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Advocacy and funding/financing	Leveraging of resources on national priorities and complementarity in financing SDGs Coherence in programmatic priorities, advocacy convergence and acceleration of SDGs
2	Embassy of Sweden/Swedish International Development Cooperation Agency						
3	Embassy of Ireland						
4	UK High Commission/ Foreign, Commonwealth & Development Office						
5	Embassy of France						
6	Embassy of Germany (including KfW, GIZ, BMEL, etc.)						
7	Italy						
8	Embassy of Switzerland						
9	Netherlands (including SNV, MFT, etc.)						
10	Finland						
11	Norway/Norwegian Agency for Development Cooperation						
12	Denmark						
13	Canada						
14	US government (U.S. President's Emergency Plan for AIDS Relief, Centers for Disease Control, US Agency for International Development, etc.)						
15	Japan						
16	Korea						

Cooperating partners and donors (emerging donors)

1	Embassy of Brazil	H	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Advocacy and funding/financing	Partnership and collaboration on the UNSDCF 2023–2027 Leveraging of resources on national priorities and need for complementarity in financing SDGs
2	Embassy of Russia						
3	Indian High Commission						
4	Embassy of China						
5	Embassy of Saudi Arabia						
6	Czech Republic						

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
International financial institutions							
1	African Development Bank	H	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Coherence, policy support and advocacy Programme implementation Funding, co-funding and financing	Analysis, planning and piloting of development financing (including blended and innovative financing), leveraging and aligning of resources with priorities Flagship initiatives and partnerships on human development, agricultural, rural development and food security, infrastructure development, science, technology and innovation, private sector development (including SMEs), etc.
2	Asian Development Bank	H	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Coherence, policy support and advocacy Programme implementation Funding, co-funding and financing	Analysis, planning and piloting of development financing (including blended and innovative financing), leveraging and aligning of resources with priorities Flagship initiatives and partnerships on South-South learning, human development, agriculture, rural development and food security, infrastructure development, science, technology and innovation, private sector development, etc.
3	Global Fund	M	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Coherence, policy support and advocacy Programme implementation Funding, co-funding and financing	Analysis, planning, financing, leveraging, and aligning of resources with priorities of HIV, tuberculosis and malaria programmes Flagship initiatives and partnerships on enhancing procurement and supply chain of HIV, tuberculosis and malaria drugs and medical supplies, preventing new infections, risk communication and community engagement, etc.
4	International Monetary Fund					Coherence, policy support and advocacy	Analysis, planning, financing, leveraging and aligning of resources with social sector priorities Analysis and support on debt restructuring to ensure that advancing of SDGs remains on course
5	World Bank Group	H	All	RM – 1, 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Coherence, policy support and advocacy Programme implementation Funding, co-funding and financing	Joint research on a set of common areas of interest (such as poverty, economic transformation, green economy, world of work, decent work, etc.) Analysis and planning of development financing Flagship initiatives and partnerships on economic recovery, sectoral transformation (agriculture, education, health, etc.)

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
Civil social organizations							
1	Civil Society for Poverty Reduction	H	1, 2, 3, 10, 12, 13, 17	RM – 2, 3, 4, 5 P – 1, 2, 4, 5	People Planet	Coherence, policy support and advocacy Programme implementation	Support on national disaster risk reduction framework, vulnerability assessments, etc. Analysis and support on alignment of resilience-building and livelihoods in the country Flagship initiatives on enhancing early warning systems, DRR, prevention, preparedness, etc.
2	World Vision International						
3	Oxfam International						
4	Caritas Zambia						
5	Action Africa Help						
6	CARE International Zambia						
7	Self Help Africa						
8	Adventist Development Relief						
9	Save the Children						
10	World Renew						
11	Zambia Red Cross Society						
12	PLAN International Zambia						
Private sector organizations and networks							
1	Zambia Federation of Employers	H	All	RM – 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	Awareness on UNSDCF 2023–2027 and partnership in development Flagship initiatives and partnerships (beyond corporate social responsibility) to focus more on world of work, decent work agenda, business and human rights, gender equality and women's empowerment, responsible production and consumption, SDG financing, inclusive business models, digitalization and Fintech, just transition and green economy, etc.
2	Zambia Chamber of Mines						
3	Zambia Chamber of Commerce Trade and Industry						
4	Zambia National Farmers Union						
5	Zambia Association of Manufacturers						
6	Zambia Chamber of Small and Medium Business Association						
7	Tourism Association of Zambia						
8	Federation of Businesswomen						
9	Mobile network operators (Airtel and MTN)						

No.	Partner	Priority	Related SDG	Related objective(s)	Related RG(s)	Expected type of engagement	Potential areas of engagement
10	Financial Service Providers (Stanbic, Zanaco, UBA, Standard Chartered, Ecco, etc.)	H	All	RM – 2, 3, 4, 5 P – 1, 2, 3, 4, 5	All	Policy support and advocacy Programme implementation	Analysis, planning, piloting of financing industrial and private sector development, SMEs and businesses Flagship initiatives and partnerships on digitalization, financial inclusion through Fintech, SME growth, sustainable value chains, etc.

Trade unions

1	Zambia Congress of Trade Unions		3, 5, 6, 10, 17	RM – 2, 3, 4 P – 1, 2, 3, 4, 5	Prosperity People	Policy support and advocacy Programme implementation	Flagship initiatives and partnerships on world of work, decent work agenda, labour rights, social dialogue, gender equality and women's empowerment, etc.
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Academia and research institutes

1	University of Zambia	H	All	RM – 1, 2, 3, 4, 5	All	Technical know-how, capability and expertise-oriented engagement	Joint assessments and research, evidence-based analysis and decision-making, advocacy and outreach on priority areas of UNSDCF and corresponding priorities in 8NDP
2	University of Lusaka			P – 1, 2, 3, 4, 5			
3	Zambia Institute for Policy Analysis and Research						
4	Policy Research Institute						
5	Institute of Economic and Social Resource						
6	National Institute for Scientific and Industrial Research						
7	National Institute for Public Administration						

ANNEX 3. ACTION PLAN FOR JOINT PARTNERSHIPS AND RESOURCE MOBILIZATION STRATEGIES

SN	Activity	Lead	Contributing Agencies	Year 1	Year 2	Year 3	Year 4	Year 5
				2023	2024	2025	2026	2027
RESOURCE MOBILIZATION FOR UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK 2023 - 2027								
OBJECTIVE 1.								
Enhance coordination and coherence among UN agencies, Result Groups, and the UNCT in Zambia to ensure a consistent and coherent approach towards bilateral and multilateral donor engagement.								
1.1.	Establish baseline for collaborative engagement	RCO	All Agencies	X X X				
1.2.	Foster regular external partner coordination	RCO	Agencies co-chairing RGs	X X X X	X X X X	X X X X	X X X X	X X X X
1.3.	Intensify Internal Information-Sharing Mechanisms	RCO	All Agencies	X X	X X	X X	X X	X X
1.4.	Donor Meetings to Highlight Achievements and Funding Gaps	RCO	Agencies co-chairing RGs		X		X	X
1.5.	Implement Transparent Reporting Protocols	RCO	PMT, RGs, All Agencies	X X X	X X X X	X X X X	X X X X	X X X

SN	Activity	Lead	Contributing Agencies	Year 1		Year 2		Year 3		Year 4		Year 5	
				2023		2024		2025		2026		2027	

OBJECTIVE 2.

Develop joint programming and initiatives with predictable multi-year funding allocations to address the funding gap and fully operationalize the UNSDCF 2023-2027

2.1.	Expand partnership and funding networks	RCO	HoAs, UNCT members, PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.2.	Mobilize resources through joint programs	RCO	PMT, RG Co-chairs			X				X				X				X	
2.3.	Develop UN Zambia Partners Database	RCO	PMT, RG Co-chairs		X	X		X	X	X	X	X	X	X	X	X	X	X	X
2.4.	Align funding with SDG targets	RCO	PMT, RG Co-chairs	X	X			X	X			X	X			X	X		
2.5.	Monitor agency-specific resource efforts	RCO	All Agencies	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X

OBJECTIVE 3.

Advocate for increased government co-funding for social sector priorities to support sustainable development in Zambia

3.1.	Undertake evidence-driven social sector partner engagement	RCO	HoAs, UNCT members, PMT, RG Co-chairs	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X
3.2.	Engage in multi-stakeholder dialogues for co-funding social sectors	RCO	HoAs, UNCT members, PMT, RG Co-chairs	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X
3.3.	Cultivate inter-agency collaboration with local government for resource optimization	RCO	HoAs, UNCT members, PMT, RG Co-chairs, RGs	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X

SN	Activity	Lead	Contributing Agencies	Year 1	Year 2	Year 3	Year 4	Year 5
				2023	2024	2025	2026	2027

OBJECTIVE 4.

Leverage funds and resources from Government, key development partners and donors through strategic alignment and coordination to maximize impact on achieving the SDGs and national priorities

4.1.	Influence resource allocation through post-VNR engagements	RCO	PMT, RG Co-chairs, RGs	X	X			X	X
4.2.	Strengthen financial planning for lagging SDGs	RCO	HoAs, UNCT members	X		X		X	
4.3.	Foster resilience through multi-sector collaboration	RCO	HoAs, UNCT members	X	X		X		X
4.4.	Support GRZ-UN Joint Programme on Youth Empowerment and Employment	RCO	HoAs, UNCT members		X	X	X	X	X
4.5.	Support MYSA Updates to the National Youth Policy	RCO	HoAs, UNCT members	X	X	X	X	X	X
4.6.	Leverage and Illustrate the Catalytic Role of UN Initiatives in SDG Financing	RCO	PMT, RG Co-chairs, RGs	X	X	X	X	X	X

OBJECTIVE 5.

Diversify UN Zambia's financial resource base by engaging with private sector partners and exploring new partnerships with traditional and emerging donors, leveraging the UN's comparative advantage as the partner of choice for sustainable development

5.1.	Map and engage diverse funding sources aligned with the SDGs	RCO	HoAs, PMT, RG Co-chairs, RGs, UNCT members	X	X	X	X	X	X
5.2.	Broaden resource mobilization through private sector engagement	RCO	HoAs, PMT, RG Co-chairs, RGs, UNCT members	X	X	X	X	X	X
5.3.	Harness diaspora remittances for SDG progress	RCO	HoAs, UNCT members	X		X		X	
5.4.	Advance policies to capitalise on the demographic dividend via South-to-South learning	RCO	UNCT, PMT, RG Co-chairs, RGs		X	X	X	X	
5.5.	Track diversification and engagement in funding sources	RCO	HoAs, UNCT members	X	X	X	X	X	X

SN	Activity	Lead	Contributing Agencies	Year 1		Year 2		Year 3		Year 4		Year 5	
				2023	2024	2025	2026	2027					

PARTNERSHIPS FOR UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK 2023-2027

OBJECTIVE 1.

Nurture good working relation with existing partners to achieve Cooperation Framework results and invest in coordinated approaches to key strategic partners

1.1.	Maintain and enhance individual agency partnerships aligned with the cooperation framework	HoA	RC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.2.	Execute regular strategic engagements at technical and policy levels with existing partners	RCO	HoAs, UNCT members	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.3.	Jointly engage key strategic partners centred around cooperation framework objectives	RCO	PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.4.	Develop and keep UN Zambia partners database current	RCO	PMT, UNCT-members	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

OBJECTIVE 2.

Strengthen and broaden the portfolio of UN Zambia's partnerships using a holistic, tailored approach, ensuring that programmes engage best-of-fit partners across all sectors in a way to best meet development needs

2.1.	Map and plan partnership engagements based on UNSDCF output areas	RCO	PMT, RGs	X	X														
2.2.	Conduct joint meetings and outreach focused on Cooperation Framework output areas	RCO	UNCT	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.3.	Execute technical-level engagements based on UNSDCF output areas	RCO	PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

SN	Activity	Lead	Contributing Agencies	Year 1	Year 2	Year 3	Year 4	Year 5
				2023	2024	2025	2026	2027
OBJECTIVE 3.								
Proactively pursue opportunities for cooperation and partnerships with the private sector and IFIs framed around joint programming or initiatives								
3.1.	Prioritize private sector involvement in UNSDCF 2023-2027	RCO	HoAs, UNCT members	X	X	X	X	X
3.2.	Organize UNCT-private sector-IFI joint partnership meetings	RCO	UNCT, PMT, RG Co-chairs, RGs	X X X X	X X X X	X X X X	X X X X	X X X X
3.3.	Initiate UN-private sector SDG partnership forum	RCO	HoAs, UNCT members	X X				
3.4.	Collaborate with Government to align private sector with SDGs	RCO	HoAs, UNCT members	X X X X	X X X X	X X X X	X X X X	X X X
3.5.	Enhance private sector awareness and capacity on agenda 2030	RCO	UNCT, PMT, RG Co-chairs, RGs	X X X	X X X X	X X X X	X X X X	X X X X
3.6.	Engage UN DCO for improved IFI and private sector partnerships	RCO	HoAs, UNCT members	X X X	X X X X	X X X X	X X X X	X X X X
3.7.	Augment UN staff capacities on innovative finance tools	RCO	UNCT, PMT, RG Co-chairs, RGs	X	X X	X X	X X	X X
3.8.	Investigate synergies with the country's business associations and networks	RCO	UNCT, PMT, RG Co-chairs, RGs	X	X	X	X	X

SN	Activity	Lead	Contributing Agencies	Year 1		Year 2		Year 3		Year 4		Year 5	
				2023	2024	2025	2026	2027					

OBJECTIVE 4.

Form and design new partnerships with strategic development actors, across all Pillars of the Cooperation Framework including humanitarian response, that work to advance Zambia's development agenda through medium- and long-term strategies

4.1.	Promote awareness of Cooperation Framework priorities among partners	RCO	UNCT, PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X
4.2.	Empower results groups for sector-specific partnership engagements	RCO	PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X
4.3.	Authorize results groups to lead engagements with strategically mapped potential partners	RCO	PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X
4.4.	Comprehensively map existing and new humanitarian partners and coordinate regular meetings	RCO	PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X

OBJECTIVE 5.

Promote, through communication and demonstration, UN Zambia's comparative advantage as the partner of choice towards achieving the SDGs and advancing national development priorities as enshrined in the 8NDP.

5.1.	Hold joint steering committee (JSC) meetings to showcase UN contributions to the 8NDP	RCO	HoAs, UNCT members	X	X	X	X	X	X	X	X	X	X	X	X
5.2.	Convene breakfast meetings to showcase the UN's comparative advantage	RCO, UNCG	HoAs, UNCT members, RGs	X	X	X	X	X	X	X	X	X	X	X	X
5.3.	Enhance J-PRMS Visibility and Highlight UN Zambia's Partnerships and SDG Achievements	RCO, UNCG	HoAs, UNCT members, RGs	X	X	X	X	X	X	X	X	X	X	X	X
5.4.	Conduct annual or semi-annual UN programme reviews	RCO	PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X
5.5.	Enhance UN Zambia's participation in national coordination structures	RCO	PMT, RG Co-chairs, RGs	X	X	X	X	X	X	X	X	X	X	X	X

ANNEX 4. SWOT ANALYSIS

STRENGTHS

- Impartial and trusted partner for the government
- Convening power
- Good working relationships with civil society donors and other development partners
- Technical capacities in wide array of programme areas such health, governance, inclusive growth, education, economic development, knowledge products, development planning, human rights, policy advocacy, data and SDGs
- Liaison between development partners and the government
- Ability to meet with and conduct environmental scan of a large variety of partners across all sectors
- Unique capacities including development finance

OPPORTUNITIES

- Use UN's convening power and integrator role to explore new collaborations and partnerships
- Engage with private sector through its various networks and self-coordination mechanisms
- Leverage existing capacities of national CSOs, think-tanks, academia and private sector to form cross-sector partnerships
- Act on new opportunities from Coordinating Partners Group and national development coordination forums
- Leverage and exploit the new government's initiatives and enthusiasm to accelerate development as enablers to drive transformation
- Creating new pathways for RGs through stronger communications efforts to drive transformation
- Exploit the youth development agenda using youth as a tool for development
- Enhance South-South cooperation and learning

CHALLENGES (WEAKNESSES)

- Evolving country context where traditional donor engagement is unpredictable or declining
- Concept of partnerships in development not fully understood while government, private sector and civil society still perceive the UN as a donor
- Inability to establish concrete value propositions necessarily customized to appeal to specific private sector partners
- Partners or donors may prefer thematic areas falling under specific agencies but that may not be aligned with the most pressing priorities
- Competition in resource mobilization still exists among agencies as revealed in the evaluation report of the UNSDPF

RISKS (THREATS)

- Increased incidence and severity of extreme weather events and epidemics threatening the reversal of development gains
- Owing to increased incidence and severity of extreme weather events, humanitarian needs have continued to grow, exerting pressure on resources for development
- The government has a huge debt burden, which will continue to affect its ability to fund the social sectors as well as to provide co-funding for other projects
- The COVID-19 pandemic and the Russia-Ukraine conflict are likely to dramatically reduce available bilateral resources for the UN System
- IFIs/development finance institutions choose to support government directly
- Private sector engagement decreases owing to solvency issues in a challenging economy as well as the socioeconomic effects of COVID-19

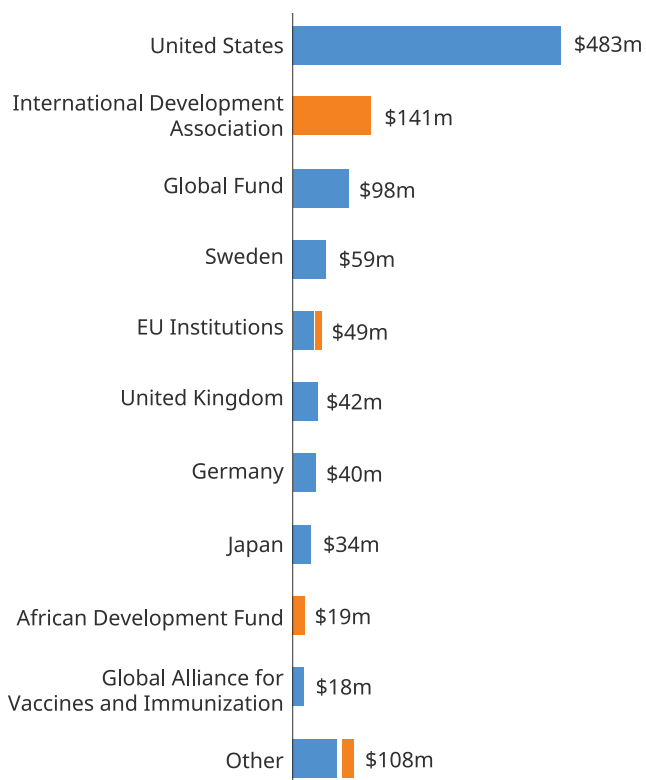
ANNEX 5. ROLES AND RESPONSIBILITIES OF DONORS AND PARTNERS

Roles and responsibilities		
Actor or stakeholder	Partnerships	Resource mobilization
Donor countries and organizations	<ul style="list-style-type: none"> Engage in operational partnerships with the UN and the Zambian government, contributing to joint programming efforts. Responsibility – heads of development cooperation, heads of government ministries, agencies, UN RCO, UN HoAs 	<ul style="list-style-type: none"> Donors contribute significant funding for the UNSDCF. Responsibility – heads of development cooperation, heads of government ministries and agencies, UN RCO, UN HoAs
IFIs	<ul style="list-style-type: none"> Partner with the UN and the Zambian government and may participate in joint programming initiatives. Responsibility – IFI country directors, heads of government ministries and agencies, UN RCO, UN HoAs 	<ul style="list-style-type: none"> Provide strategic financial support and expertise for programmes to address the priorities of the Zambian government. Responsibility – IFI country directors, heads of government ministries and agencies, UN RCO, UN HoAs
Private foundations and private sector	<ul style="list-style-type: none"> May engage in partnerships with the UN, government and other stakeholders and contribute to joint programming to achieve common goals. Responsibility – country heads of private foundations and private sector organizations, heads of government ministries and agencies, UN RCO, UN HoAs 	<ul style="list-style-type: none"> Can offer strategic funding and innovative solutions for UNSDCF implementation. Responsibility – country heads of private foundations and private sector organizations, heads of government ministries and agencies, UN RCO, UN HoAs
International NGOs and local CSOs	<ul style="list-style-type: none"> Play an operational role in implementing development programmes and projects at the community level, engage in partnerships to ensure community needs are met and contribute to joint programming efforts. Responsibility – UN RCO, UN HOAs, CSO country directors, heads of government ministries and agencies 	<ul style="list-style-type: none"> Joint programming with international NGOs and CSOs strengthens proposals to cooperating partners and donors. Responsibility – UN RCO, UN HoAs, CSO country directors, heads of government ministries and agencies
Academic and research institutions	<ul style="list-style-type: none"> May partner with the UN and the Zambian government to support UNSDCF monitoring and evaluation Responsibility – UN RCO, UN HoAs, heads of government ministries and agencies, heads of academic and research institutions 	<ul style="list-style-type: none"> Provide strategic and technical guidance through research and data that can strengthen proposals to cooperating partners and donors. Responsibility – UN RCO, UN HoAs, heads of government ministries and agencies, heads of academic and research institutions

ANNEX 6. ODA BY DONOR AND SECTOR, 2018

ODA disbursements by donor

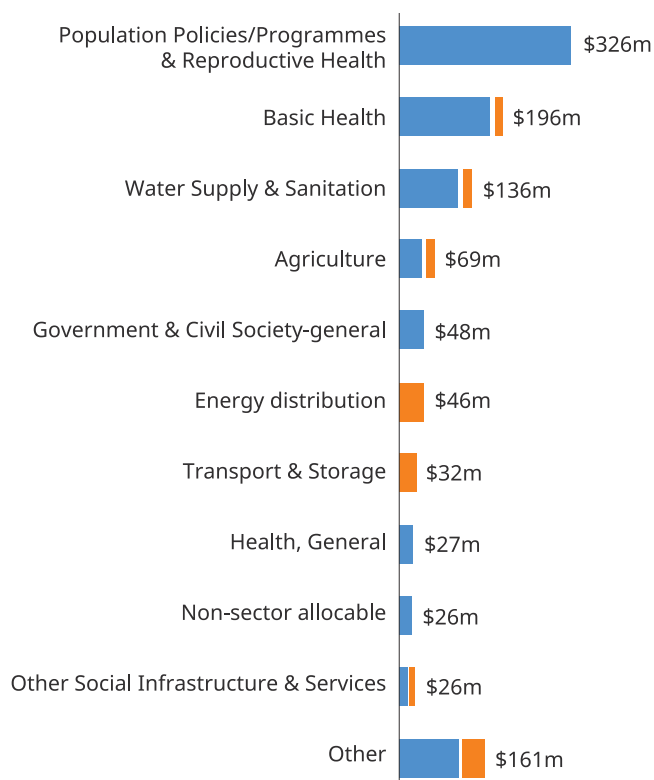
(\$ million) ■ ODA Grants ■ ODA Loans



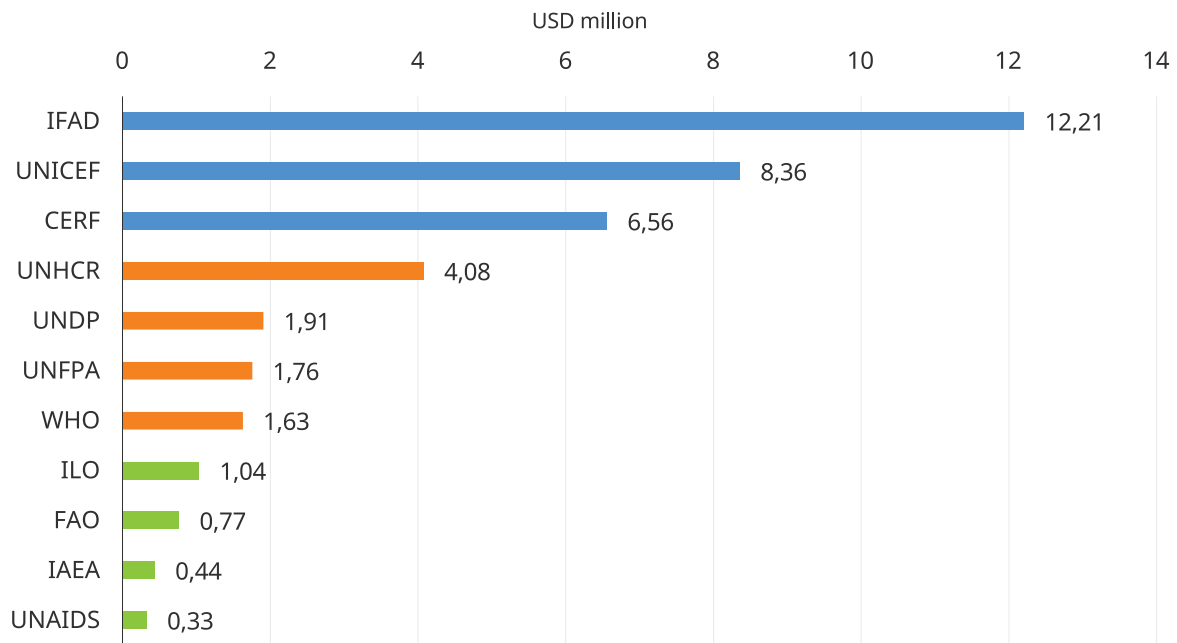
Source: OECD, 2018

ODA disbursements by sector

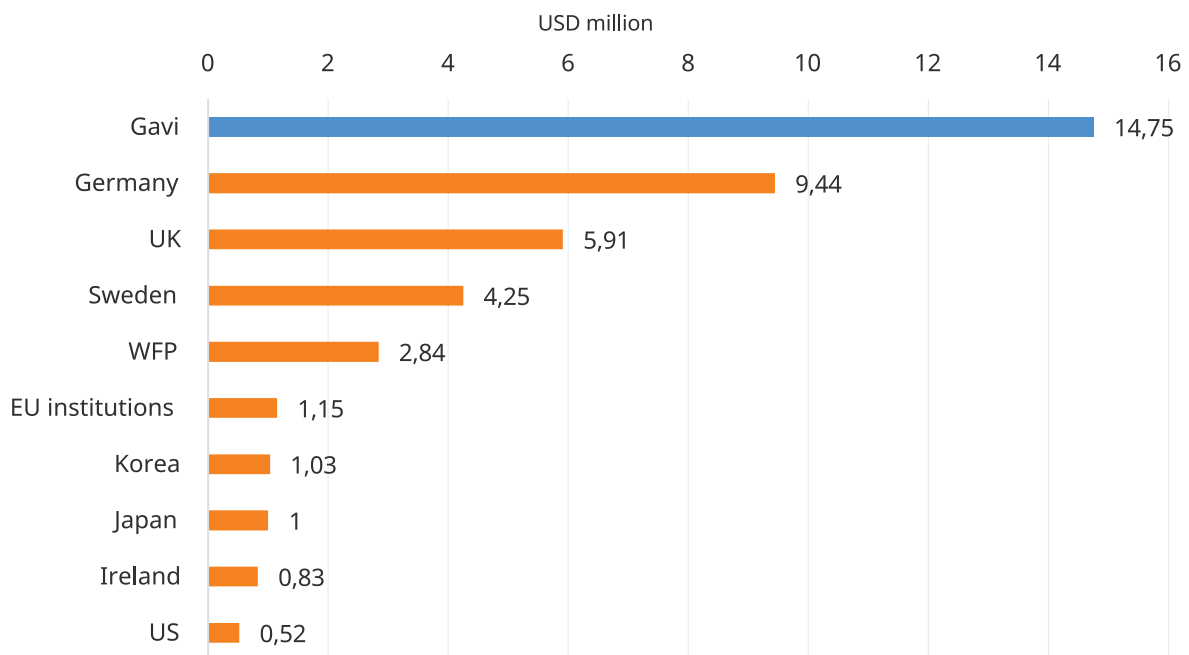
(\$ million) ■ ODA Grants ■ ODA Loans



ODA where UN is the donor (total: USD 39 million, or 3.6%)



ODA where UN is the primary channel (total: USD 42 million, or 3.8%)



Source: OECD (2018).

ANNEX 7. DAC MEMBERS

• 'The DAC currently has 32 members. Candidate countries are assessed in terms of the following criteria: the existence of appropriate strategies, policies and institutional frameworks that ensure capacity to deliver a development co-operation programme; an accepted measure of effort; and the existence of a system of performance monitoring and evaluation' (OECD, 2023).

- 1. Australia
- 2. Austria
- 3. Belgium
- 4. Canada
- 5. Czech Republic
- 6. Denmark
- 7. European Union
- 8. Estonia²⁷
- 9. Finland
- 10. France
- 11. Germany
- 12. Greece
- 13. Hungary
- 14. Iceland
- 15. Ireland
- 16. Italy
- 17. Japan
- 18. Korea
- 19. Lithuania
- 20. Luxembourg
- 21. The Netherlands
- 22. New Zealand
- 23. Norway
- 24. Poland
- 25. Portugal
- 26. Slovak Republic
- 27. Slovenia
- 28. Spain
- 29. Sweden
- 30. Switzerland
- 31. United Kingdom
- 32. United States

²⁷ Estonia became the 32nd member of the OECD-DAC on 4 July 2023.



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