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Sustainable Development Cooperation Framework
2023–2027



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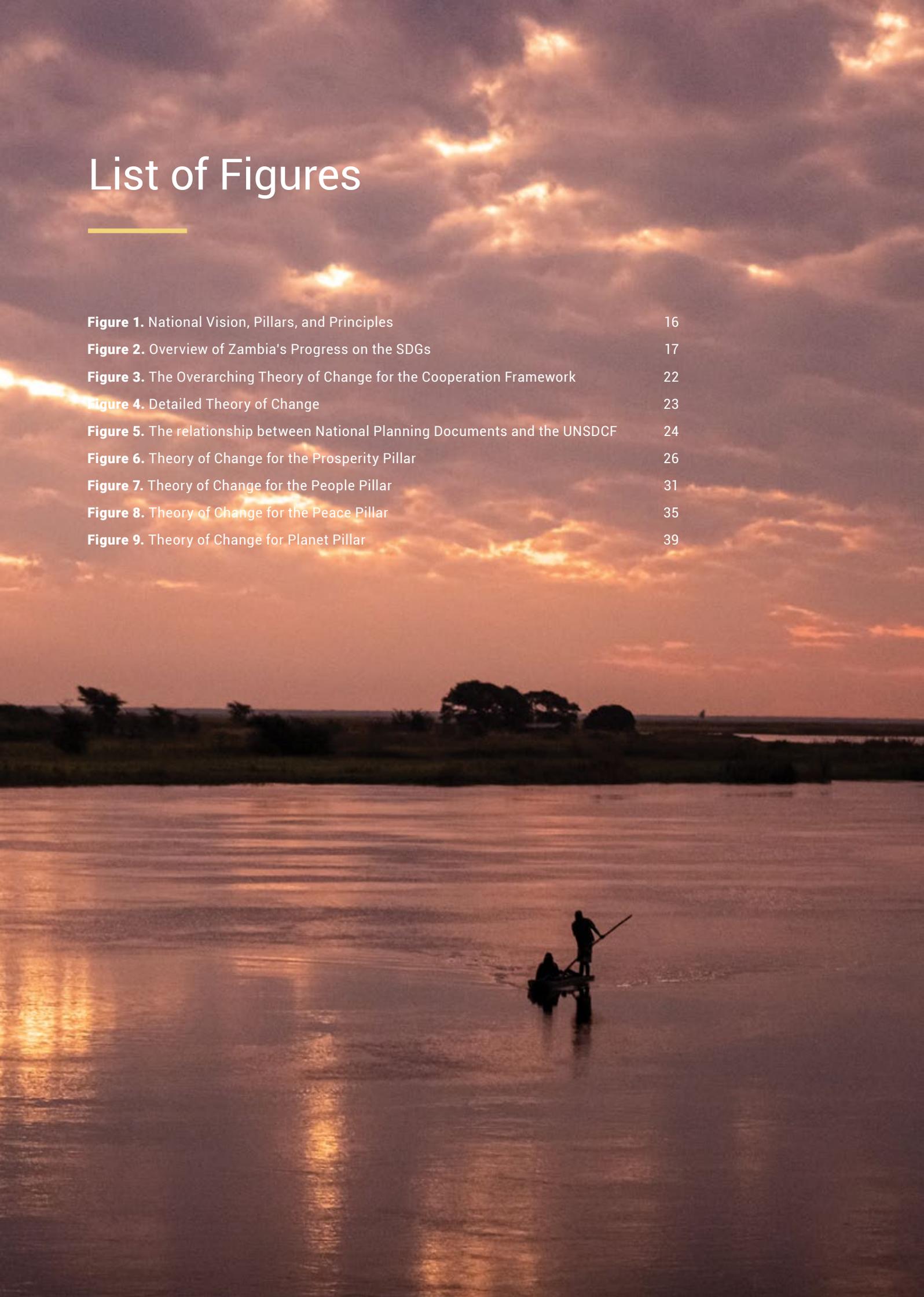
Sustainable Development Cooperation Framework 2023–2027

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Declaration of Commitment

The United Nations (UN) in Zambia is committed to supporting the Government of the Republic of Zambia (GRZ) to achieve the country's national vision for sustainable development.

The United Nations Sustainable Development Cooperation Framework (UNSDCF) will guide the work of the UN System in Zambia from 2023 until 2027. This Framework builds on an evaluation of the United Nations Sustainable Development Partnership Framework that was in place from 2017 to 2022. It represents a joint commitment by the Government

of Zambia and the UN System to work in close partnership to achieve national priorities guided by the Sustainable Development Goals (SDGs) and international human and labour rights commitments. The collective results from this Cooperation Framework will contribute to the people of Zambia living longer, healthier and more prosperous and secure lives.

In signing hereafter, the participating partners endorse this Cooperation Framework and underscore their joint commitment towards achieving its results.



For the Government of Zambia

Her Honour W.K. Mutale Nalumango
Vice President
Government of the Republic of Zambia



For the United Nations Country Team

Beatrice Mutali
United Nations Resident Coordinator for Zambia

Hon. Dr Situmbeko Musokotwane, MP
Minister of Finance and National Planning
Government of the Republic of Zambia



Signatures

In witness thereof, the undersigned, being duly authorized, have signed this Government of Zambia and United Nations Sustainable Development Cooperation Framework for 2023–2027, underscoring their joint commitment to its priorities and cooperation results.

Suze Percy Filippini
FAO: Representative in Zambia

Ambrosio N. Barros
IFAD: Country Director

George Okutho
ILO: Country Director Zambia/Malawi/
Mozambique

Knowledge Mareyanadzo
IOM: Programme Officer, Officer-in-Charge

Ashish Shah
ITC: Director, Division of Country
Programmes

Abigail Noko
OHCHR: Regional Representative

Tharcisse Barihuta
UNAIDS: Country Director

Isaac Holly Ogwal
UNCDF: Country Lead

pp: Rebeca Grynspan
UNCTAD: Secretary-General

Lionel Laurens
UNDP: Resident Representative for Zambia

Eunice Kamwendo
UNECA: Director for Southern Africa

Frank Turyatunga
UNEP: Director and Regional Representative
for Africa

Lidia Arthur Brito
UNESCO: Regional Director for Southern
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Gift Malunga
UNFPA: Representative in Zambia

Mutinta Munyati
UN-Habitat: Task Manager for Zambia

Pierrine Aylara
UNHCR: Representative in Zambia

Penelope Campbell
UNICEF: Representative in Zambia

Aurelia Patrizia Calabrò
UNIDO: Director and Representative, Regional
Office Hub in Ethiopia, and Officer-in-Charge of
the Regional Office in South Africa

Jane Marie Ongolo
UNODC: Regional Representative for
Southern Africa

Rainer Frauenfeld
UNOPS: Director

Cissy Byenkya
WFP: Country Director for Zambia

Nathan Bakyaite
WHO: Representative in Zambia

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Foreword

In line with United Nations General Assembly Resolution 72/279, the United Nations Country Team (UNCT), in close collaboration with the Government of Zambia, undertook comprehensive work in developing a new United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2023–2027. The UNSDCF serves as the partnership framework between the Government of the Republic of Zambia and the UN System to achieve the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063, as well as to contribute to Zambia's Vision 2030 and its Eighth National Development Plan (8NDP) covering the period 2022–2026.

The UNSDCF, which succeeds the United Nations Sustainable Development Partnership Framework (UNSDPF), is key in contributing to the transformation of the national economy and improving the lives of the people of Zambia. The UNSDCF serves as a guide and “umbrella” from under which all UN agencies derive their respective Country Programme Documents (CPDs) and strategies, thus ensuring alignment of all UN support with the government's development priorities. In this respect, the development of the UNSDCF considered various UN agencies' strategic plans and other relevant programming instruments.

The UNSDCF was developed under challenging conditions; with the COVID-19 pandemic at its peak, the process entailed adaptation in terms of alternatives to support the government in addressing socio-economic challenges, including in health, education and social protection. These conditions notwithstanding, stakeholders showed great commitment to shaping the UN's support to Zambia and enriched the design of the UNSDCF.

The UNCT is grateful for the interest, participation and contributions of many stakeholders, including Government of Zambia officials, civil society, cooperating partners, academia and private sector representatives, in the development of the UNSDCF. The process was led by the UN Development System under the leadership of the Resident Coordinator (RC), working in close collaboration with the government. Both physically present and not present UN agencies participated in elaborating the UNSDCF, while the UN Development Coordination Office provided strategic guidance. The UN Programme Management Team (PMT), with support from the Data Monitoring and Evaluation Group and the Resident Coordinator's Office, provided overall technical support. The UNCT looks forward to the continued engagement and support of the stakeholders that supported the development of the UNSDCF in implementing the framework, periodically reflecting on progress and making adjustments that place our collective aspirations above all other considerations.

Dr Coumba Mar Gadio

UN Resident Coordinator, Zambia
(April 2019 to April 2022)



Executive Summary



The United Nations has been undertaking reforms that better position it to serve its Member States in pursuing the 2030 Agenda for the Sustainable Development Goals (SDGs). The United Nations Sustainable Development Cooperation Framework (UNSDCF) presents the collective offer of the UN System to strengthen Zambia's progress towards the SDGs and the implementation of its international legal obligations. The UNSDCF guides individual UN entity programmes and serves as an accountability document between the UN System and the Government of Zambia.

Zambia's UNSDCF 2023–2027, developed in consultation with partners, enables a coherent UN response supporting the country to achieve the 2030 Agenda, the African Union's Agenda 2063, the National Vision 2030 and the Eighth National Development Plan (8NDP) over the period 2023–2027. An evaluation of the previous cooperation framework and the UN Common Country Analysis (CCA) informed the identification of critical challenges and opportunities to enhance Zambia's progress on the SDGs and the 8NDP. Virtual and face-to-face consultations with government actors, development partners and other stakeholders provided opportunities to validate the analysis, identify opportunities, confirm the comparative advantages of the UN and agree on the strategic priorities for UN partnership.

The CCA identified many areas of achievement while highlighting challenges regarding the pace of progress on several issues. These latter related to poverty, unemployment, access to quality services, access to energy, gender-based violence, marginalization of population segments and the need to consolidate democratic governance and respect for human rights. Inclusion challenges were evidenced by the limited impact of past strong economic performance on poverty. The effects of the COVID-19 crisis and adverse weather conditions were noted, together with fiscal space constraints on state capacity. The Government of Zambia notes and has, through the 8NDP, identified measures to address a recurrent problem of national development plans falling short on delivery. In the 2023–2027 period, the country must not only cope with the challenges it has

carried over from the past but also embark on fundamental transformations that will assist in reducing the effects of climate change on the population. In pursuing its national aspiration, Zambia must remain cognizant of developments in neighbouring countries as these may affect sections of its population.

The collective aspiration of the United Nations Country Team (UNCT) is that:

“By 2030, Zambia is a peaceful, inclusive, resilient country with a diversified and industrialized green economy, where all people enjoy their fundamental rights and have access to quality services and opportunities, guided by principles of equality, equity, sustainability and shared prosperity.”

The UNSDCF emphasizes enhancing the spirit of partnership to drive transformative change. It reinforces the commitment to focus on those left behind and further highlights the need to renew the social contract and close the gaps between the people and the institutions that serve them, as outlined in the UN Secretary-General's report “Our Common Agenda.” The UNSDCF brings the principles of Leave No One Behind (LNOB), a Human Rights-Based Approach, Gender Equality, Accountability, Resilience and Sustainability to bear on its identified priorities, strategies, outcomes and outputs to achieve its results.

The UN System in Zambia has identified four strategic priority areas, guided by the 2030 Agenda for Sustainable Development and aligned with the 8NDP. Programme interventions will target all people in Zambia, particularly women, youth and children, including the internally displaced and stateless, refugees, former refugees, asylum-seekers and migrants. Particular attention will be given to marginalized and vulnerable groups, including people with disabilities, people living with HIV, people living in remote and hard-to-reach areas and others at substantial risk of being left behind. In undertaking its work, the UN will explore, promote and support cooperation between Zambia and her neighbours to address cross-border challenges and opportunities.



Strategic Priority 1: PROSPERITY



The UN focus under the Prosperity Pillar is on inclusive economic transformation; improved productivity and incomes; ensuring social protection for all; and balancing economic, social and environmental goals for sustainability. UN support in this pillar will contribute to enabling all people in Zambia, particularly women, youth, children, the displaced, refugees, the stateless and other marginalized and vulnerable groups, to be active economic actors.

Outcome 1. By 2027, all people in Zambia, including the marginalized and vulnerable groups, benefit from an inclusive, resilient and sustainable economy that provides equitable, diverse and sustainable opportunities for decent jobs, livelihoods and businesses.

Strategic Priority 2: PEOPLE



The People Pillar will see the UN working to improve the well-being of Zambians by addressing and integrating service provision for health, education and skills with a focus on the present and the future. In addition to strengthening systems and human capabilities, the UN will support critical transformations that will foster the resilience of people and systems to the effects of climate change and other crises.

Outcome 2. By 2027, all people in Zambia, including the marginalized and vulnerable groups, have equitable access to and utilization of quality, inclusive and gender- and shock-responsive universal social services.

Strategic Priority 3: PEACE



The Peace Pillar will enhance national efforts on human rights, inclusive governance, inclusion, safety, gender equality, access to justice and sustaining peace.

Outcome 3. By 2027, all people, including the marginalized and vulnerable groups, participate in and benefit from sustained peace, democracy, human rights, rule of law, justice, non-discrimination, equality and inclusive and transformative governance.

Strategic Priority 4: PLANET



The Planet Pillar is concerned with enabling more sustainable management of Zambia's natural resources, mitigating climate change and reducing and managing disaster risks.

Outcome 4. By 2027, ecosystems are healthier, and all people, including the marginalized and vulnerable groups, are more resilient and contribute to and benefit from the sustainable management and use of natural resources and environmental services, and more effective responses to climate change, shocks and stresses.

The four strategic priorities and the outcomes are considered inter-related and mutually reinforcing. Across the pillars, the UN will use functional areas to strengthen multisectoral linkages. Cutting across all the pillars there will be an emphasis on (i) the design of policies and programmes; (ii) enhancing capacities for implementation; (iii) strengthening rights-holders' capacities and participation and the state's ability to deliver; (iv) fostering robust accountability systems; and (v) transformations to enhance resilience to future crises and shocks.

The UNSDCF utilizes SDG 17 (Partnership) to identify “Enablers” integrated within the four priorities. These Enablers are (i) mobilization and resource allocation for SDG financing; (ii) promoting and leveraging technology and innovation; (iii) capacity-building support; (iv) promoting rules-based, open and non-discriminatory participation in governance and policy and

institutional coherence; (v) promoting multistakeholder partnerships; and (vi) data, monitoring and accountability.

The UN commits to establishing an adaptive and flexible programming approach that will be responsive to contextual changes and will use tools such as the CCA to inform timely programme adjustments.

The delivery of a coherent and collective response is based on a UNCT configuration that offers a wide range of UN Secretariat, agency, fund and programme capacities and resources tailored to the country's needs. In response to the priorities and results outlined in the UNSDCF, the UN System in Zambia has been configured to ensure that technical and financial resources are available and will be mobilized to implement the planned results.

The UNSDCF outlines the composition and contribution of the UNCT, as the inter-agency mechanism for ensuring a coherent and coordinated response to national priorities and achievement of the SDGs. A total of 23 agencies will work with the government, development partners, stakeholders and communities to ensure that no one is left behind as Zambia strives to achieve the 2030 Agenda for Sustainable Development and the 8NDP.





1. Zambia's Progress towards the 2030 Agenda

1.1 Country Context

Zambia is a landlocked democracy and low-income country in Southern Africa¹. It shares borders with eight countries². In 2021, the country gained eligibility to graduate from least developed country status (a final decision to confirm Zambia's graduation is being considered in 2024³).

The Common Country Analysis (CCA) highlights the critical challenges of improving access to and quality of services and coping with rapid urbanization. The country's population of 17.8 million is growing by 2.8% per annum and urbanizing rapidly. A Human Development Index ranking of 0.584 places Zambia 146th out of 189 countries. The economy is heavily dependent on copper mining and rain-fed agriculture. The informal sector dominates employment and accounts for almost 90% of the labour force. The youth unemployment rate is close to 52%, with a mismatch between job skills/training and employment opportunities, which is a significant factor⁴. Past growth helped achieve middle-income status up until 2022⁵ but has had a limited impact on poverty.

Zambia continues to have a high disease burden with respect to malaria, HIV and AIDS, pneumonia, tuberculosis and non-communicable diseases. A considerable proportion of the population suffers preventable deaths. Service provision has not kept pace with needs. The primary school completion rate is 97.3% but only 69.1% of learners continue to secondary school. Of these, only 36% complete Grade 12. Successive waves of COVID-19 coupled with the slow-onset impacts of climate change threaten to erase decades of progress.

In terms of the country's challenges, some groups are at greater risk than others. These include women, youth, people with disabilities, people of

concern (refugees, asylum-seekers and others), people living with HIV and key populations (sex workers, men who have sex with men, people who inject drugs, prisoners and transgender people) and rural populations. Limited integration of population dynamics into development planning and lack of data have hampered the country's ability to plan, monitor effectively and evaluate development programmes.

With a total of 5,664 km of land boundaries with its eight neighbours (Angola 1,110 km, Democratic Republic of Congo (DRC) 1,930 km, Malawi 837 km, Mozambique 419 km, Namibia 233 km, Tanzania 338 km and Zimbabwe 797 km – and Botswana less than 1 km), Zambia is vulnerable to cross-border challenges that have implications for its progress. Most notable among these are the instability in the eastern DRC (in Kivu) and the conflict in northern Mozambique; these have potential economic peace and security implications for the whole Southern African Development Community (SADC) subregion. A further development that could affect population movement is the rising tension between South Africa and Zimbabwe, which may see Zambia increasingly becoming a destination of choice for documented and undocumented Zimbabweans.

The agreement establishing the African Continental Free Trade Area (AfCFTA) is critical for the achievement of trade in goods and services beyond Southern African Development Community, the Common Market for Eastern and Southern Africa (COMESA) and the (East African Community) Tripartite Free Trade Area. Zambia has deposited the instruments of ratification for both the Tripartite Free Trade Area and the AfCFTA. Since then, Zambia has drafted and launched a national strategy for the AfCFTA.

¹ Republic of Zambia (2020) Zambia Development Goal Voluntary National Review.

² Angola, Botswana, Democratic Republic of Congo (DRC), Malawi, Mozambique, Namibia, Tanzania and Zimbabwe.

³ UNCTAD (2021) The Least Developed Countries Report 2021. Geneva: UNCTAD.

⁴ ZamStat (2020) Labour Force Survey 2020.

⁵ In July 2022, the World Bank reclassified Zambia to low-income status from middle-income status.



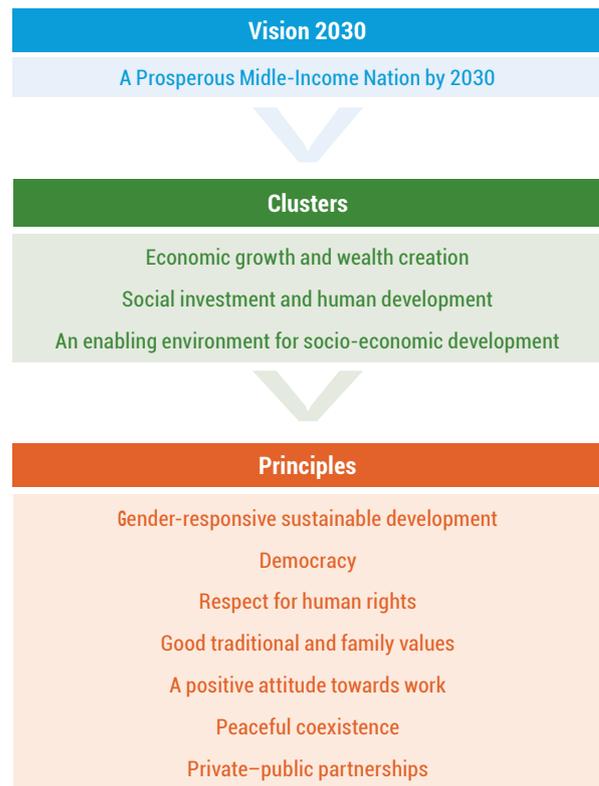
1.2 National vision for Sustainable Development

Zambia is a State Party to eight of the nine core international human rights treaties. In 2016, Zambia amended its Constitution to enshrine sustainable development among its national values and principles. Implementation of the Sustainable Development Goals (SDGs) in Zambia is anchored on the National Long-Term Vision 2030 (Vision 2030), developed in 2005⁶. The vision of the Zambian people is for the country to become a prosperous, middle-income nation by 2030⁷. Zambia has identified priorities in three clusters and put forward seven principles to achieve this vision (Figure 1).

The five-year national development plans (NDPs) are the means of implementing the 2030 Vision. Since 2006, Zambia has implemented three NDPs and the country has just concluded the Eighth National Development Plan (8NDP) which covers the period 2022–2026.



Figure 1: National Vision, Pillars and Principles



Source: Vision 2030: A Prosperous Middle-Income Nation by 2030.

The 8NDP outlines the country’s development priorities and strategies for 2022 to 2026. It has four pillars: (i) Economic Transformation and Job Creation; (ii) Human and Social Development; (iii) Environmental Sustainability; and (iv) Good Governance⁸.

The thrust of the 8NDP is to address the key obstacles responsible for the deficient performance of the previous NDPs, notably the growing concern among policy-makers and stakeholders that progress towards improving socio-economic conditions and people’s livelihoods, as promised in Vision 2030, is slow or absent.

⁶ Voluntary National Review 2020.

⁷ Republic of Zambia (2006) Vision 2030: A Prosperous Middle-Income Nation by 2030.

⁸ MoFNP (2022) Eighth National Development Plan 2022–2027.

1.3 Progress towards the SDGs

In 2020, Zambia undertook a Voluntary National Review (VNR), which provides rich information on progress and constraints. The 2021 SDG Index and Dashboards Report⁹ gives Zambia a score of 53.4 and ranks it at 141 among 165 countries. The country is on track to achieving SDG 13 (Figure 2). Progress has been moderate on SDGs 3, 7, and 8. The country has stagnated on eight SDGs (2, 5, 6, 9, 11, 15, 16 and 17). There is no trend data for four SDGs (4, 10, 12 and 14), and Zambia faces significant challenges in achieving SDG 1.

The SDG Indicator Baseline Report shows that for only a third (34%) of the indicators was there the required data, 51% had no data and 15% had no metadata. A statistical capacity assessment has identified inadequacies in:

- data management mechanisms/systems,
- SDG data-sharing mechanisms,
- coordination/collaboration within and between institutions,
- sector information management systems,
- disaggregation of data, and
- alignment between monitoring and evaluation (M&E) and data availability.

The country aligned 86% of the SDG targets to the 7NDP, with 75% of targets fully aligned and 11%

partially aligned¹⁰. However, Zambia's progress towards the SDGs has faced several constraints, including the adverse effects of climate change, the recent COVID-19 pandemic and financing restrictions.

Although the social sector budget has been increasing in nominal terms, it has declined as a share of the total budget. The decline in the share of social sector funding has arisen from the ever-decreasing fiscal space caused by increased debt servicing. Zambia has, since 2015, experienced decreases in both foreign direct investment (FDI) and official development assistance (ODA). ODA inflows have been much lower and more unstable than at the time of their previous peak, before Zambia attained middle-income status in 2011. FDI inflows have reduced by 50%, reflecting an unfavourable business environment marked by subdued economic growth and energy shortages. While the impact of remittances on gross domestic product (GDP) is currently marginal, there is potential for growth over time.

Zambia is engaging the International Monetary Fund (IMF) for a funded programme to achieve debt restructuring and has invited the IMF to conduct a governance diagnostic¹¹. In these engagements, Zambia's obligations to protect, promote and fulfil human rights in line with its commitments under international human rights law remain critical.

Figure 2: Overview of Zambia's Progress on the SDGs

SDG progress							
Assessment on Goals				Data	Coherence	Leave No One Behind	Funding
On track	Lagging	Moderate	No data	Limited	Limited	Significant risk	Constrained
13	3, 7, 8	2, 5, 6, 9, 11, 15, 16, 17	4, 10, 12, 14				

⁹ UN (2021) Sustainable Development Report 2022. Zambia. <https://2021.dashboards.sdgindex.org/profiles/zambia>

¹⁰ Voluntary National Review 2020.

¹¹ MoFNP (2022) Budget Speech.



2. The United Nations Sustainable Development Cooperation Framework



2.1 Purpose, Approach and Principles

The United Nations Sustainable Development Cooperation Framework (UNSDCF) represents the UN System's collective offer to assist Zambia in implementing its international legal obligations and to support the country in addressing the key development priorities and challenges to Vision 2030, the 2030 Agenda for Sustainable Development, the African Union's Agenda 2063 and the 8NDP. The UNSDCF is mutually owned and anchored in national development priorities, the 2030 Agenda and the UN Charter principles. It outlines the UN System's contributions sought by national stakeholders to reach the SDGs in an integrated manner, with a commitment to Leave No One Behind (LNOB) and to human rights, gender equality and other international principles, norms, standards and obligations. It serves as a core accountability tool between the United Nations Country Team (UNCT) and the government and among UNCT members for collectively owned development results. It shapes the configuration of UN assets required inside and outside the country. The UNSDCF provides the basis for UN entity-specific country programmes.

The UNSDCF presents an opportunity to mobilize multiple stakeholders to assist Zambia in achieving the SDGs. Its success depends on the ability of the UN System to build strategic partnerships in its result areas. A deliberate focus on enhancing partnerships will see the expansion of coherent contributions to SDG achievement across government institutions, civil society, the private sector, development partners and the UN.

The UNSDCF aims to achieve synergies and positive impacts between SDGs while managing potential trade-offs. Programme interventions will target all people in Zambia.

The UNSDCF was developed through an inclusive and participatory process with various stakeholders, including civil society, cooperating partners, academia and private sector representatives. The process was led by the UN Development System under the leadership of the Resident Coordinator (RC), working in close collaboration with the government. Both Resident and Non-Resident

Agencies participated in elaborating the new framework. The UN Development Coordination Office provided strategic guidance. The UN Programme Management Team (PMT), with support from the Data Monitoring and Evaluation Group and the Resident Coordinator's Office, provided overall technical support.

2.1.1 Key UN System Developments

The UNSDCF comes after three key developments impacting the pursuit of the 2030 Agenda. These are the United Nations Secretary-General's (UNSG's) call for a Decade of Action on the 2030 Agenda (2019) and the UNSG's Call to Action for Human Rights (2020). The call for a Decade of Action notes the inadequate pace of progress on the 2030 Agenda and asks all sectors of society to mobilize for a decade of action on three levels: global effort to secure greater leadership, more resources and smarter solutions for the SDGs; local action embedding the needed transitions in the policies, budgets, institutions and regulatory frameworks of governments, cities and local authorities; and people action, including by youth, civil society, the media, the private sector, unions, academia and other stakeholders, to generate an unstoppable movement pushing for the required transformations.

The UNSG's Call to Action for Human Rights advances seven core actions:

1. placing rights at the core of sustainable development,
2. rights in times of crisis,
3. gender equality and equal rights for women,
4. public participation and civic space,
5. the rights of future generations, including a safe, clean and healthy environment,
6. ensuring a safe digital world, and
7. collective action – all of us pitching in together.



The 2021 SDG Report highlights how the COVID-19 pandemic has affected efforts to reduce poverty and end hunger, among other goals. It notes that the pandemic has halted, or reversed, years of development progress. Getting back on course calls for building back better.

2.1.2 Programming for Sustainable Development

Taking the national Vision as the starting point, the UNSDCF adopts an integrated and multidimensional programming approach that aligns with the “5Ps” of the 2030 Agenda (People, Prosperity, Planet, Peace and Partnerships). The 5Ps are inter-related components to support progress towards national priorities. Four of the 5Ps (People, Prosperity, Peace and Planet) are matched to programme areas, while the fifth (Partnership) is cross-cutting. The UNSDCF uses an integrated approach that holistically addresses core programming principles of LNOB, a Human Rights-Based Approach, Gender Equality and Women's Empowerment, Resilience, Sustainability and Accountability.

2.1.3 Vulnerable Groups

The UNSDCF identifies vulnerable groups based on the core principles of LNOB in accordance with CCA 2021 findings¹² :

- women and girls,
- children, adolescents and young people,
- people with disabilities, including persons with albinism,
- people living with HIV and key populations,
- internally displaced people (IDPs),
- migrants and trafficked people,
- refugees, asylum-seekers, former refugees and stateless people,
- older people,
- LGBTQI+ people,
- prisoners,
- rural populations and people living in remote and hard-to-reach areas.

In identifying these groups, the UN remains conscious of the overlaps in these forms of deprivation.

2.2 Cross-Border Issues

Recognizing both the threats and the opportunities presented by developments in Zambia's neighbouring countries, the UNSDCF adopts a proactive approach to engaging the Government of Zambia and other stakeholders on the implications of cross-border issues for the country's progress. Across each of the programme pillars, the UNSDCF adopts an integrated risk and opportunities management approach that challenges the management structures to actively include monitoring, analysis and action planning to address cross-border challenges and utilize emerging opportunities to enhance outcomes for Zambia.

The linkage of the Cooperation Framework and the AfCFTA is critical to the achievement of outputs and outcomes, particularly the Prosperity Pillar through expanded trade in goods and services beyond the SADC, COMESA and EAC Tripartite Free Trade Area. This linkage will be key in supporting government development plans, particularly on economic transformation and job creation, as industrialization, value addition, beneficiation and the intensification of linkages will generate jobs and wealth within Zambia. UN Zambia is supporting government capacity to participate in the AfCFTA and other regional integration initiatives, such as the Tripartite Free Trade Area. Zambia has deposited the instruments of ratification for both. Subsequently, has Zambia drafted and launched a national strategy for the AfCFTA and has commenced the targeting of specific deliverables, including capacity development among stakeholders such as the government and the private sector.

The Cooperation Framework will be key in promoting the implementation of the AfCFTA, which will

¹² The CCA identifies vulnerable groups as groups or individuals likely to be left behind through a systematic process of exclusion or by being disadvantaged because of their sexual orientation, religion, gender, race, ethnicity, disability, HIV status, migration or political affiliation (pp. 57–58).



contribute to the attainment of the SDGs, aspirations of the 8NDP and other subsequent plans. The strategies elaborated in the national strategy provide entry points for support by the UN System towards the expansion of the quality and quantity of exportable final goods and services, export diversification and facilitating the growth of micro, small and medium enterprises to anchor trade expansion and facilitate job creation. Zambia requires technical support in the ongoing negotiations under the AfCFTA, and the Cooperation Framework can provide such support.



2.3 Theory of Change

The design of the UN's collective effort for 2023–2027 is underpinned by the 2030 Agenda, multiyear national planning, the 2016–2022 United Nations Sustainable Development Partnership Framework (UNSDPF) evaluation and the UN CCA. It is also influenced by a series of internal and external multistakeholder strategic planning and visioning exercises that were held to prepare the UNSDCF.

2.3.1 The UN Collective Aspiration Statement for Zambia

Several considerations informed the development of a coherent and effective strategic framework to support Zambia in achieving its sustainable development aspirations. The references included the country's Vision and its commitments, plans, progress and constraints; the 2030 Agenda; the evaluation of the previous UNSDPF; the findings of the CCA; and the country's commitments under international humanitarian, human rights and refugee law. The UN collective aspiration thus complements the government's and aims to ensure that:

By 2030, Zambia will be a peaceful, inclusive, resilient country with a diversified and industrialized green economy, where all people enjoy their fundamental rights and have access to quality services and opportunities, guided by principles of equality, equity, sustainability and shared prosperity.

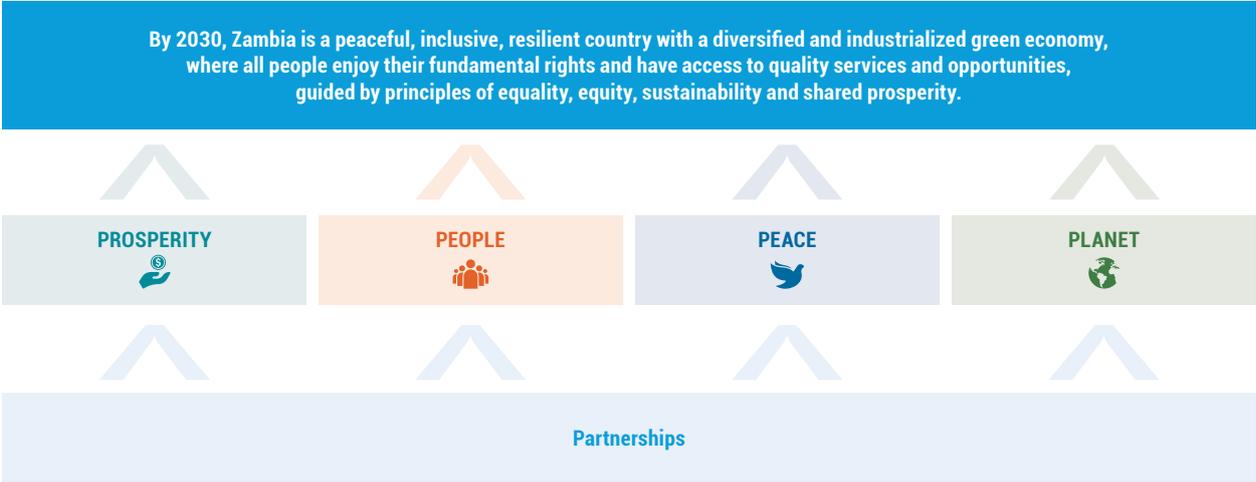
2.3.2 The Overarching Theory of Change

Based on the emerging understanding and engagements in strategic support to the transformation process, a Theory of Change (ToC) was formulated (Figure 3). This outlines a comprehensive description of how change happens to achieve outcomes, and the strategic role of the UN in the process. The review of the national Vision considered the seven principles listed and the 20 transformations that further elaborate the aspirations of Zambians. These considerations fit into the 2030 Agenda and the African Union's Agenda 2063. The considerations also informed the formulation of a UN Collective Aspiration Statement for Zambia that provides an anchor for the ToC for the UNSDCF. The UN identified the specific measures necessary to enhance progress on the 2030 Agenda through analysis of the issues raised in the CCA and the NDPs, challenges to progress on the 2030 Agenda and the comparative advantage of the UN. Support is conceptualized based on the four programming areas of the 5Ps (People, Planet, Peace and Prosperity), which align with national priorities.

In developing the ToC, thought was given to the interlinkages and interactions among the SDGs. This was treated as an operational consideration to be addressed through intervention design, sequencing and implementation. Thus, the UNSDCF proceeded with the ToC in the understanding that analysis and integration of SDG interactions were to be embedded in all programme design and implementation.



Figure 3: The Overarching Theory of Change for the Cooperation Framework



Theory of Change

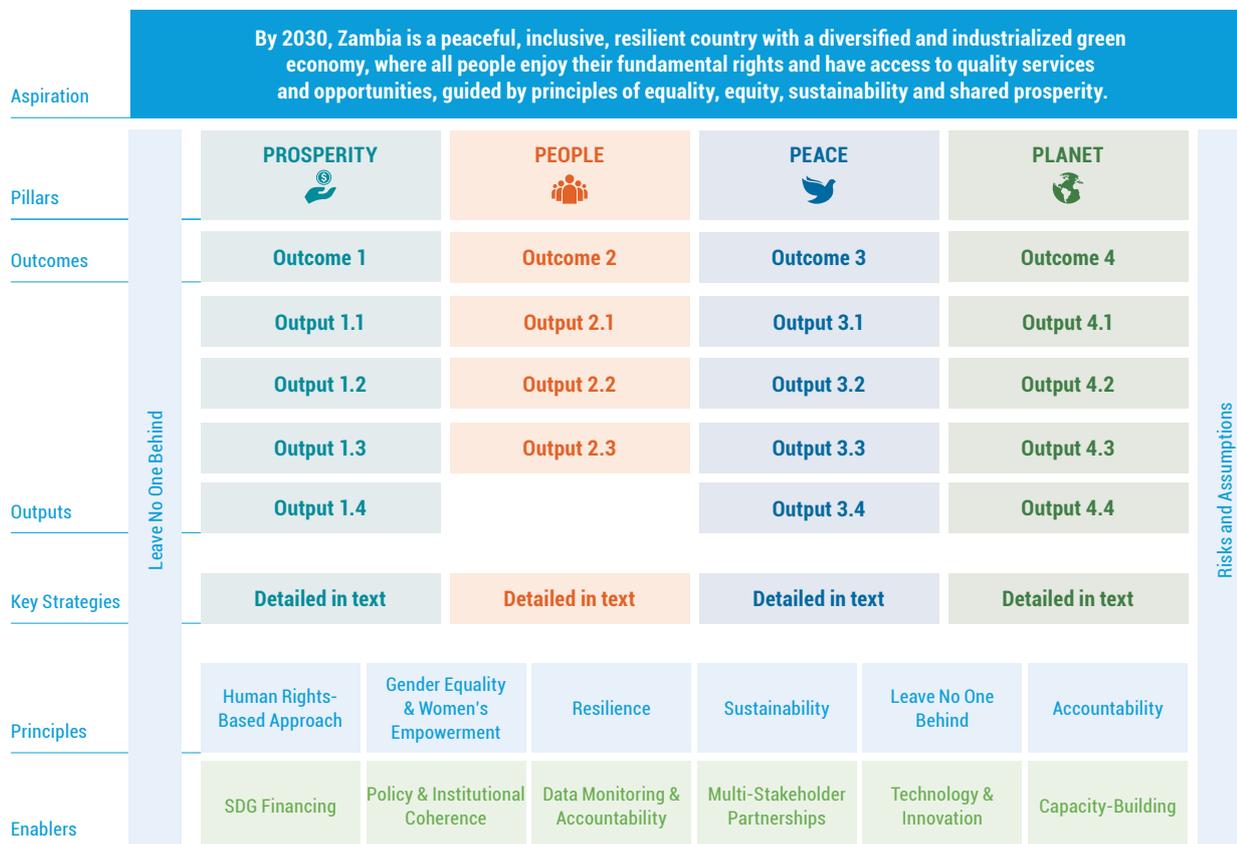
IF there are effective partnerships between the government, development partners, international financial institutions, private sector, civil society, academia, communities and others to support Zambia's development aspirations; IF capacities for the sustainable management of the environment, ecosystems and natural resources, and implementation of climate change adaptation and mitigation actions, disaster risk reduction and resilience-building, are strengthened; IF investments are made to improve universal access to quality basic services and the development of human capabilities at individual and community levels; IF institutions and systems for sustaining peace, promoting inclusive and democratic participation, justice and the rule of law, ensuring legal identity at central and decentralized levels are strengthened to accountably and transparently deliver public services; and IF transformations are made to create an inclusive, growing and sustainable green economy; THEN Zambia will by 2030 be a peaceful, inclusive, resilient country with a diversified and industrialized green economy, where all people enjoy their fundamental rights and have access to quality services and opportunities, guided by principles of equality, equity, sustainability and shared prosperity.

The ToC is anchored on partnerships supporting national actions towards accelerating progress on the 2030 Agenda and recovery from the COVID-19 crisis. Each component of the ToC comprises an outcome, outputs and key strategies whose pursuit is based on applying principles, is sensitive to risks and aims to leave no one behind (Figure 4).

Each of the ToC components uses an integrated approach and addresses the six core programming principles. These are principles, norms and standards; duty-bearers' capacities to perform their roles; rights-holders' capabilities to take actions towards the realization of their rights; accountability mechanisms and processes; and rights in crises (respect, protect and facilitate the realization of rights in exceptional circumstances). The UNSDCF maps the SDGs to pillars for functional clustering of related work without losing sight of the inter-related nature of the Goals. The UNSDCF further draws on the SDG targets to operationalize the inter-relatedness of the SDGs. SDG 17 (Partnerships) is used to identify "Enablers" that apply to all the pillars. SDG 17 targets are integrated into all outcomes to build effective partnerships with various national, regional and international stakeholders to consolidate resources and expertise to help Zambia achieve its national priorities and targets for 2026 and 2030.



Figure 4: Detailed Theory of Change



2.4 Alignment between the UNSDCF Approach and the 8NDP

The Results Matrix of the 8NDP presents result areas that align with four of the five pillars of the 5Ps approach – People, Planet, Peace and Prosperity (Figure 5). Thus, a 5Ps approach is appropriate and provides a structure that ensures alignment between national priorities and the 2030 Agenda. The products of the internal reflection processes were subject to external scrutiny, refinement and validation through consultations

with diverse stakeholders, including government, civil society, academia, development partners and UN staff. The following section reflects the different pillars, their alignment with national priorities, the ToC under each, key outcomes and the UN contribution to achieving these outcomes. While the pillars are reflected separately, they are interlinked, and several outcomes and outputs are complementary.

Figure 5: The Relationship between National Planning Documents and the UNSDCF

Zambia national planning documents			UNSDCF 2023–2027	
Vision 2030	Vision	A prosperous middle-income nation by 2030	By 2030, Zambia will be a peaceful, inclusive, resilient country with a diversified and industrialized green economy, where all people enjoy their fundamental rights and have access to quality services and opportunities, guided by principles of equality, equity, sustainability and shared prosperity.	
	Principles	<ul style="list-style-type: none"> • Gender-responsive sustainable development • Democracy • Respect for human rights • Good traditional and family values • Positive attitude towards work • Peaceful coexistence • Private–public partnerships 	<ul style="list-style-type: none"> • LNOB • Human rights • Gender equality • Sustainability • Resilience • Accountability 	
8NDP	Strategic focus area	Development outcomes	Pillar	SDGs
	Economic Transformation and Job Creation	<ul style="list-style-type: none"> • An industrialized economy • A diversified economy • Enhanced citizenry participation in the economy • A competitive private sector 	PROSPERITY 	1 8 9 17
	Human and Social Development	<ul style="list-style-type: none"> • Improved human capital • Improved social development 	PEOPLE 	2 3 4 5 6
	Environmental Sustainability	<ul style="list-style-type: none"> • Strengthened climate mitigation and adaptation, disaster risk reduction and resilience-building • Sustainable environment, ecosystems and natural resource management 	PLANET 	5 10 16 17
	Good Governance Environment	<ul style="list-style-type: none"> • Improved policy and governance environment • An enabling macro-economic environment • A value-centred and principled citizenry 	PEACE 	7 12 13

2.5 Prosperity



Outcome 1: By 2027, all people in Zambia, including the marginalized and vulnerable groups, benefit from an inclusive, resilient and sustainable economy that provides equitable, diverse and sustainable opportunities for decent jobs, livelihoods and businesses

2.5.1 National Priorities

The 8NDP area corresponding to the Prosperity Pillar is Economic Transformation and Job Creation. Under this pillar, Zambia intends to industrialize and diversify the economy, enhance citizenry participation in the economy and have a competitive private sector.

Key measures planned to achieve economic transformation and job creation are:

- reforms in the electricity and petroleum sub-sectors,
- restructuring the operations of state-owned enterprises,
- enacting legislation to compel local content in the manufacturing and services sectors for local value,
- creating 44,000 jobs in 2022 alone through the recruitment of teachers, healthcare workers and others¹³,
- introducing a policy and legal framework to refocus and consolidate all economic empowerment programmes to improve targeting and sustainability and address all implementation challenges,



- bringing the social protection system closer to universal coverage of the population to respond to and prevent poverty and reduce inequality,
- finalizing outstanding private sector development reforms to improve the business regulatory environment,
- operationalizing legal and institutional reforms in the capital markets to promote access to finance by the private sector, and
- implementing a favourable licensing, regulatory and taxation regime to incentivize private sector investment¹⁴.

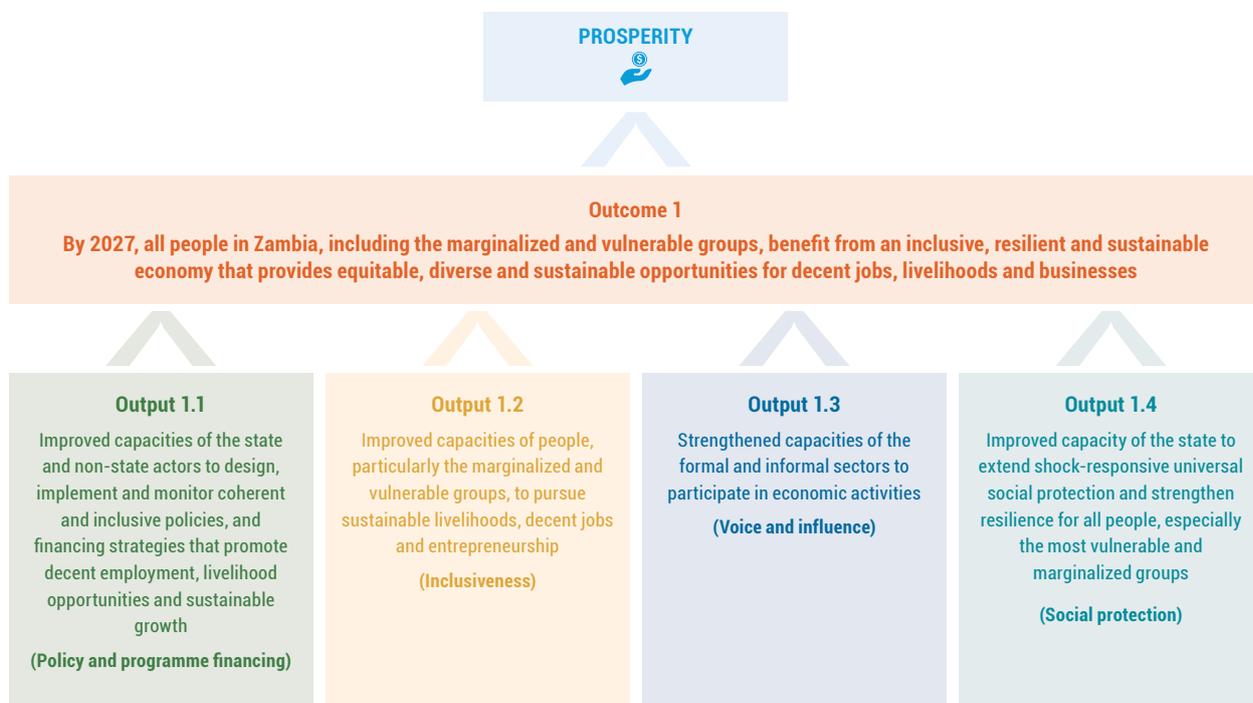
2.5.2 The Prosperity Pillar Theory of Change

The ToC for the Prosperity Pillar is built on four components: (i) strengthening capacities for policy-making and implementation; (ii) improving people's capabilities to identify and take up economic opportunities; (iii) improving the governance of the economy and economic activities; and (iv) strengthening social protection and people's resilience (Figure 6).

¹³ MoFNP Budget Speech 2022.

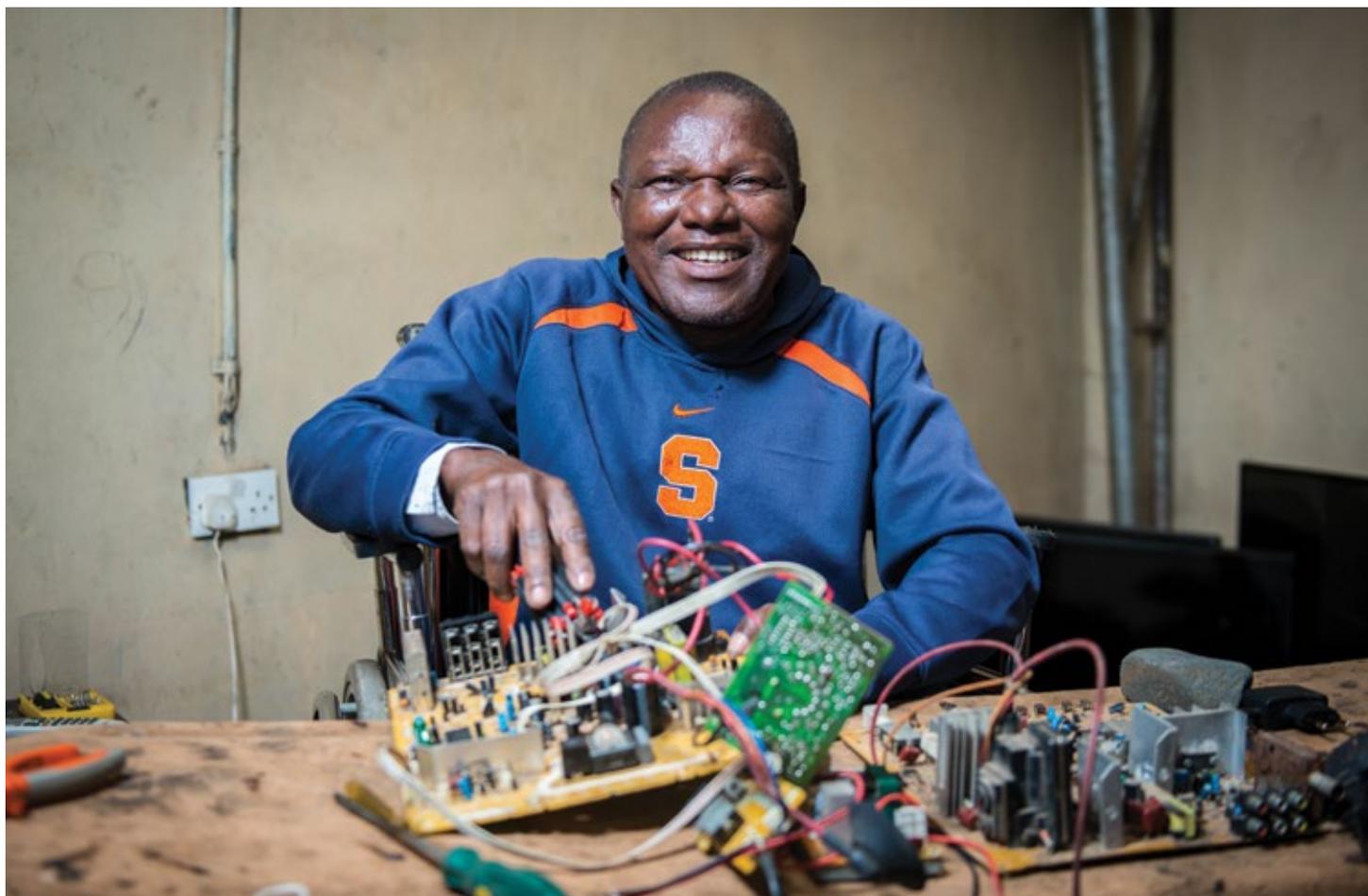
¹⁴ MoFNP (2021) Budget Concept Paper Annex on 8NDP.

Figure 6: Theory of Change for the Prosperity Pillar



Theory of Change

IF state and non-state actors have improved capacities to design, implement and monitor coherent and inclusive policies and financing strategies that promote decent employment, livelihood opportunities and sustainable growth; and IF people, particularly the marginalized and vulnerable groups, pursue sustainable livelihoods, decent jobs and entrepreneurship and operate their businesses; and IF the capacities of the formal and informal sectors to participate in economic activities are strengthened; and IF the capacity of the state to extend shock-responsive universal social protection and strengthen the resilience of all people, especially the most vulnerable and the marginalized; THEN by 2027 all people, including the marginalized and vulnerable groups, will benefit from an inclusive, resilient and sustainable economy that provides equitable, diverse and sustainable opportunities for decent jobs, livelihoods and businesses.



2.5.3 UN Contribution – Prosperity

Sustainable economic development requires reaching economic growth rates that create possibilities for the state to invest and the population to experience improvements in their lives through opportunities and enterprise without diminishing the quality of the environment in the present and the future. The UN will complement Zambia's economic reforms agenda by strengthening the capacities of state and non-state actors to design, implement and monitor coherent and inclusive policies, laws, strategies and programmes, including preventing and responding to risks and harms that may result from economic activity in key sectors such as the extractives industry. With its comparative advantage, the UN stands to assist the government in applying the UN Guiding Principles on Business and Human Rights, and to advocate for corporate social responsibility and advance interventions that foster innovative pathways to growth that promote the attainment of a diversified and industrialized economy, a competitive private sector and enhanced citizenry participation in the economy. This will be driven by fostering sustainable decent employment,

volunteer opportunities, an increased contribution of remittances to GDP, enhanced entrepreneurship opportunities and the promotion of green growth, in line with the government's priorities, leaving no one behind, particularly women, youth, the displaced and the stateless, as well as the marginalized and vulnerable groups. Further, the UN will engage with other cooperating partners and the private sector to boost financing for development. This will include solutions to address fiscal space constraints and supporting pathways towards an integrated national financing framework for both the 8NDP and attainment of Vision 2030/the SDGs.

The support will foster a business-friendly environment for formal and informal enterprises, promote affirmative action and enhance inclusive regional and local economic development capacities, focusing on green jobs and resilient livelihoods. Efforts to strengthen programme management and delivery systems will seek to strengthen accountability, social accountability and the rights-based focus of programmes that integrate emergency response and resilience.



Marginalized and disadvantaged groups will be supported to participate in economic activities through various interventions that include viable agricultural enterprises. Promoting agriculture as a business will enhance people's incomes and livelihoods and extend social protection. The advancement of digital platforms will also be supported to facilitate citizenry participation in economic activities and improve service delivery to the marginalized (e.g., using mobile money, youth connect hubs and e-commerce). Digital platforms will also enhance monitoring through real-time data collection to track services or functions. The development of inclusive labour market policies will be promoted and complemented by advocacy and support for the marginalized and vulnerable groups, among others, to enhance their abilities to identify and take up economic opportunities for sustainable livelihoods, decent jobs and entrepreneurship, including capabilities to run their businesses.

Recognizing the importance of participatory governance in developing and maintaining favourable business and employment conditions, the UN will support formal and informal sector economy participants to play a more active role in economic governance and managing business relationships. The UN will advocate for removing barriers for formal and informal sector businesses and workers to organize and participate in decisions. Formal and informal sector economic actors will be supported to exercise their rights to mobilize, assemble, share opinions and participate in decisions that affect them. The UNSDCF will promote dialogue between formal and informal sector actors and the public sector.

Shocks are a significant cause of business and life setbacks, particularly for people who have low savings and often lack coping mechanisms that are not detrimental to their livelihoods. Shocks also exacerbate Zambia's already high inequality levels and threaten efforts to transform the economy to be more inclusive. The UN will support Zambia in exploring and adopting measures to extend quality gender- and shock-responsive universal social protection. This support will further the progressive realization of the right to social security and strengthen the resilience of all people, especially the most vulnerable and marginalized groups. The impact of social protection programmes on multiple dimensions of poverty, especially regarding its gender- and disability-transformative potential, will be enhanced through strengthening integration, linkages and complementary benefits provision; improving programme management, delivery systems and accountability; and advocating for increased budgetary allocations to gender- and shock-responsive universal social protection. Resource mobilization for social protection will include engagement with development partners and civil society.

Across the interventions to work towards a more inclusive, green and sustainable economy, support will be provided for the rapid collection, analysis and use of data for retrospective and predictive components. The UN will support the government's



capacity to participate in the AfCFTA and other regional integration initiatives, such as the COMESA-SADC-EAC Tripartite. Based on national strategies, the UN System will provide support towards expansion of the quality and quantity of exportable final goods and services, export diversification and facilitating the growth of micro, small and medium enterprises to anchor trade expansion and create jobs.

Beyond pursuing the technical aspects of inclusive prosperity, this pillar also plays a coordination role in the country's development. The UN will help strengthen this coordination role, including by enhancing capacities for policy coherence across sectors, collecting real-time data that aggregates the sector-specific investments of various actors, convening multistakeholder forums and fostering the development and implementation of an SDG financing strategy.

2.5.4 Partnerships

The principal partners in achieving Prosperity-related SDGs will include government ministries, departments and agencies (MDAs), trade unions (workers' organizations), employers' organizations, civil society, volunteer-involving organizations, academia, the private sector, benefiting communities and cooperation partners (bilateral and multilateral donors). The UN will leverage its comparative advantage on the ground to deliver integrated traditional and innovative solutions that foster the achievement of Prosperity-related SDGs. More importantly, the UN will engage bilateral and multilateral donors and the private sector to mobilize resources to finance economic transformation and job creation. This will include leveraging the UN's role in Cooperating Partners Groups and the National Development Coordinating Committee structures at national and sub-national levels to mobilize resources in support of the 8NDP. To deliver on evidence-based policy formulation, implementation and monitoring, the UN will continue partnering with local think-tanks (e.g., the Zambia Institute for Policy and Research – ZIPAR), academia (e.g., the University of Zambia – UNZA), the private sector and other partners. Support will be mobilized for the Zambia Statistics Agency (ZamStats) to deliver on the Population and Housing Census, the Living Conditions Monitoring Survey and the Labour Force Survey.

In addition, the UN will also support public and private sector collaboration and partnerships that facilitate the creation of decent livelihood opportunities such as volunteerism, internships, apprenticeships and graduate programmes to increase employability, particularly among young women and people with disabilities.



2.6 People

Outcome 2: By 2027, all people in Zambia, including the marginalized and vulnerable groups, have equitable access to and utilization of quality, inclusive and gender- and shock-responsive universal social services

2.6.1 National Priorities

The national priorities relating to the People Pillar (which is aligned to the Human and Social Development Pillar of the 8NDP) aim to deal with critical issues related to early childhood development (ECD); general, vocational and higher education; youth; health and nutrition; and water and sanitation, among others. The two development outcomes are improved human capital and social development. Central to envisaged actions are reforms that will address bottlenecks currently affecting the actualization of human and social development. Key priorities include:

- strengthening multisectoral platforms that enhance ECD to promote human and social development,
- supporting the decentralized and coordinated delivery of social services, including ECD, nutrition and social protection, to poor and vulnerable populations, and promoting sustainability,
- pension reforms to achieve viability of pension funds and ensure timely payments of pension benefits,
- addressing persistent harmful social and cultural norms so that Zambians can contribute to economic growth effectively,
- reforming the general education – including technical, vocational and entrepreneurship training – and higher education curricula to respond to market needs,



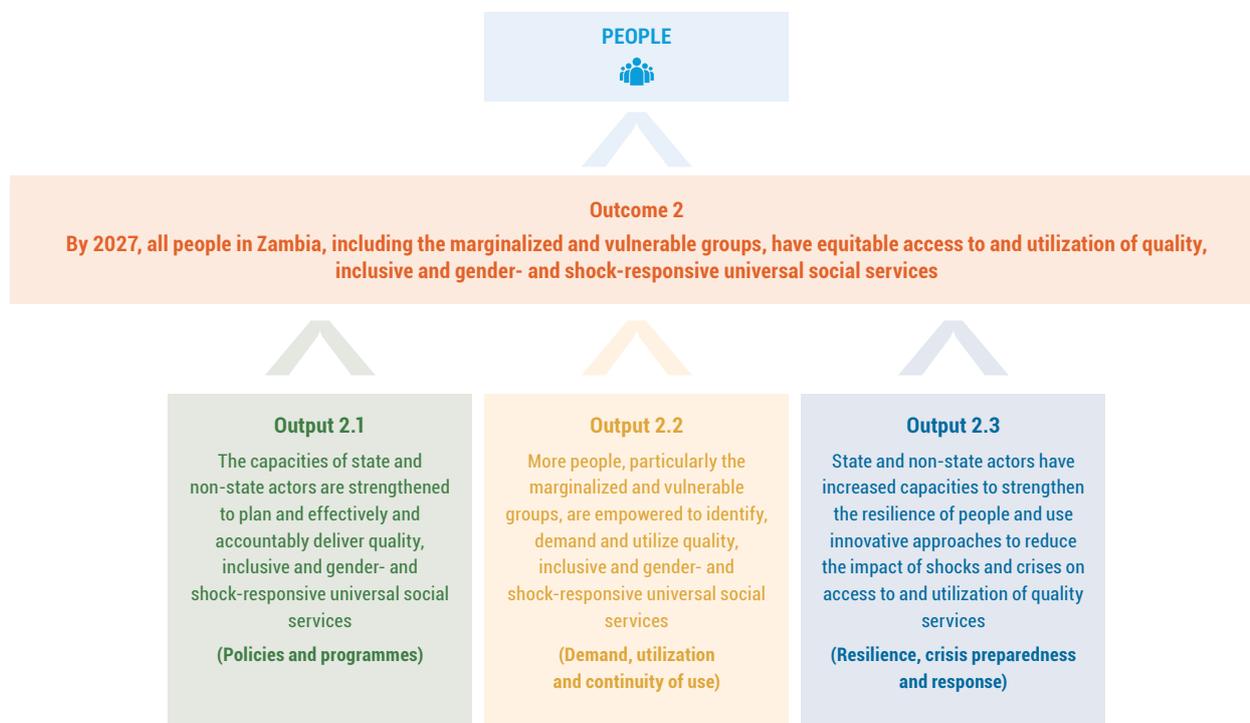
- promoting entrepreneurial and transversal skills and strengthening practical learning, including through apprenticeship and mentorship,
- strengthening the legislative framework for youth empowerment and their inclusion in development processes,
- reducing inequalities that drive the HIV/AIDS epidemic and prioritizing people who are not yet accessing life-saving HIV services, and
- revising and operationalizing national policies affecting people (health, education, gender, water, sanitation, among others).

2.6.2 The People Pillar Theory of Change

Informed by the UN's analysis and the priorities identified by the government, the ToC for the People Pillar consists of three main components: (i) capacities for better service provision; (ii) capacities to utilize services; and (iii) strengthening resilience to shocks and continuous use of quality services (Figure 7).



Figure 7: Theory of Change for the People Pillar



Theory of Change

IF the capacities of state and non-state actors are strengthened to plan and effectively and accountably deliver evidence-based quality, inclusive and gender- and shock-responsive social services with adequate coverage to reduce poverty, food insecurity, hunger, gender inequality, mortality, the burden of disease, illiteracy and irrelevant skills and increase the empowerment of vulnerable and marginalized groups; and IF people are empowered to demand and utilize social services; and IF state and non-state actors have increased capacities to strengthen the resilience of people and use innovative approaches to reduce the impacts of shocks and crises on access to and utilization of quality services; THEN by 2027 all people will benefit from equitable quality social services and achieve their full potential.





2.6.3 UN Contribution – People

Zambia's young population presents the country with the potential to reap a demographic dividend. The country is challenged to invest in education and health for its young population and to ensure their active participation in economic and social development.

The UN will work with partners to strengthen the capacities of state and non-state actors responsible for social services to design and effectively and accountably deliver evidence-based quality and inclusive services with adequate coverage to enable people to access services at all levels. Access is broadly defined as requiring proximity, timeliness, affordability and an environment that respects the person's dignity. The focus will primarily be on overcoming policy and institutional barriers to access and utilization and ensuring continuity of use, especially for women, youth, children, the displaced and stateless, and other marginalized and vulnerable groups. These supply-side interventions relating to duty-bearers' capacities to meet their obligations to all rights-holders will be complemented by demand-side interventions focused on strengthening the abilities of rights-holders to demand and use social services to meet their well-being and growth needs. Knowledge, social norms, accountability and other factors that create gaps between availability and utilization will be targeted.

The UN will support the social sectors in analysing and planning for the implications of climate hazards for their respective mandates. While the MDAs have programmes responsible for managing disaster risk, these were developed without explicitly incorporating climate change. This means they may be ill-equipped to handle the impacts associated with increased diversity, frequency and intensities of extreme events. Support will be provided to draw on lessons (local, regional and global) to inform policies and strategies for greater sectoral resilience and the continuity of service access and utilization within adverse events.

The UN will enhance innovative approaches, including technology, for data collection, analysis and utilization to support planning and accountability. Improved data availability creates an entry point for the mobilization of partnerships in support of efforts to strengthen access, utilization and accountability. The focus of partnerships will draw on SDG 17 to include mobilizing partnerships to fund services and partnerships that expand the availability of critical inputs and outputs to improve coverage and quality. The People Pillar will focus on setting up scalable innovation development solutions to accelerate social change, inclusive economic transformation and improved livelihoods while enhancing accountability and transparency by supporting the digital transformation of public service delivery. Value for money and sustainability are critical in these efforts to ensure that youth, rural populations and women are included and benefit.

Specific areas of focus will include:

- strengthening essential social services¹⁶ by providing inclusive and equitable services to the most vulnerable and marginalized sections of the Zambian population,
- enhancing food security, strengthening food systems and promoting optimal nutritional practices and access to healthier diets for both rural and urban people,

¹⁵ Social services are broadly defined to include education, health, water and sanitation, shelter and social assistance for basic needs.

¹⁶ Water and sanitation, health, education, housing, among others.

- enhancing literacy and completion of basic education, in particular promoting girls' and boys' access to education, while supporting nutrition in schools as an investment to maximize future economic and social development potential,
- optimizing guidelines and strengthening the traceability of service provision to beneficiaries under national social protection schemes,
- providing policy advice and technical expertise and support for the provision of equitable access to and utilization of inclusive and gender- and shock-responsive social services,
- providing support to address policy and institutional barriers to accessing and using quality services and ensuring their continuity,
- supporting the enhanced use of innovative approaches, including technology for data collection, analysis and utilization,
- mobilizing partnerships to fund services and expand the availability of critical inputs and outputs to improve coverage and quality,
- advocating for the empowerment of marginalized and vulnerable populations to demand and utilize quality, inclusive and gender- and shock-responsive universal social services so that no one is left behind,
- strengthening youth policy frameworks for the meaningful engagement of these actors in development processes,
- promoting behavioural change through communication, counselling and education techniques,
- supporting rigorous evidence generation to evaluate gender-disaggregated impacts and those on various aspects of women empowerment, and
- strengthening country preparedness to prevent and control emergencies affecting human health and well-being, including pandemic-sensitive learning strategies.

2.6.4 Partnerships

Under the People Pillar, the UNSDCF prioritizes partnerships as transformative cross-cutting contributions across all priorities, including support provided to national and sub-national institutions to gather and use data for SDG-compliant policy formulation, implementation and monitoring. The partnerships will strategically focus on harnessing comparative advantages while following best practices and lessons learned for effective implementation, scalability and accountability. The principal partners in interventions to enhance the achievement of People-related SDGs will include government MDAs, civil society, academia, youth, international non-governmental organizations, cooperating partners (bilateral and multilateral donors) and the private sector.



2.7 Peace



Outcome 3: By 2027, all people, including the marginalized and vulnerable groups, participate in and benefit from sustained peace, democracy, human rights, the rule of law, justice, non-discrimination, equality and inclusive and transformative governance

2.7.1 National Priorities

The 8NDP area corresponding with the Peace Pillar is Good Governance. The government notes that a conducive governance environment is vital for restoring economic growth and safeguarding livelihoods for a prosperous and equitable Zambia. To enhance good governance, the government has identified three areas for action: public administration, macro-economic management and promoting a value-centred citizenry.

The planned reforms include:

- local government reforms to enhance fiscal management and revenue generation, to enable investments in the effective delivery of socio-economic development services and to reduce pressure on the national treasury,
- decentralization to achieve full devolution of functions and resources to sub-national levels and civil and vital registration systems to increase coverage,
- electoral reforms to increase the participation of women, youth and people with disabilities through introduction of a proportional representation system into the Constitution,
- reviews and enhancement of legal aid policy and legislation,



- policy alignment with the SADC Gender-Based Model Law to ensure gender responsiveness,
- reviews to the Public Order Act to enhance its effectiveness,¹⁷
- human rights protection and promotion.

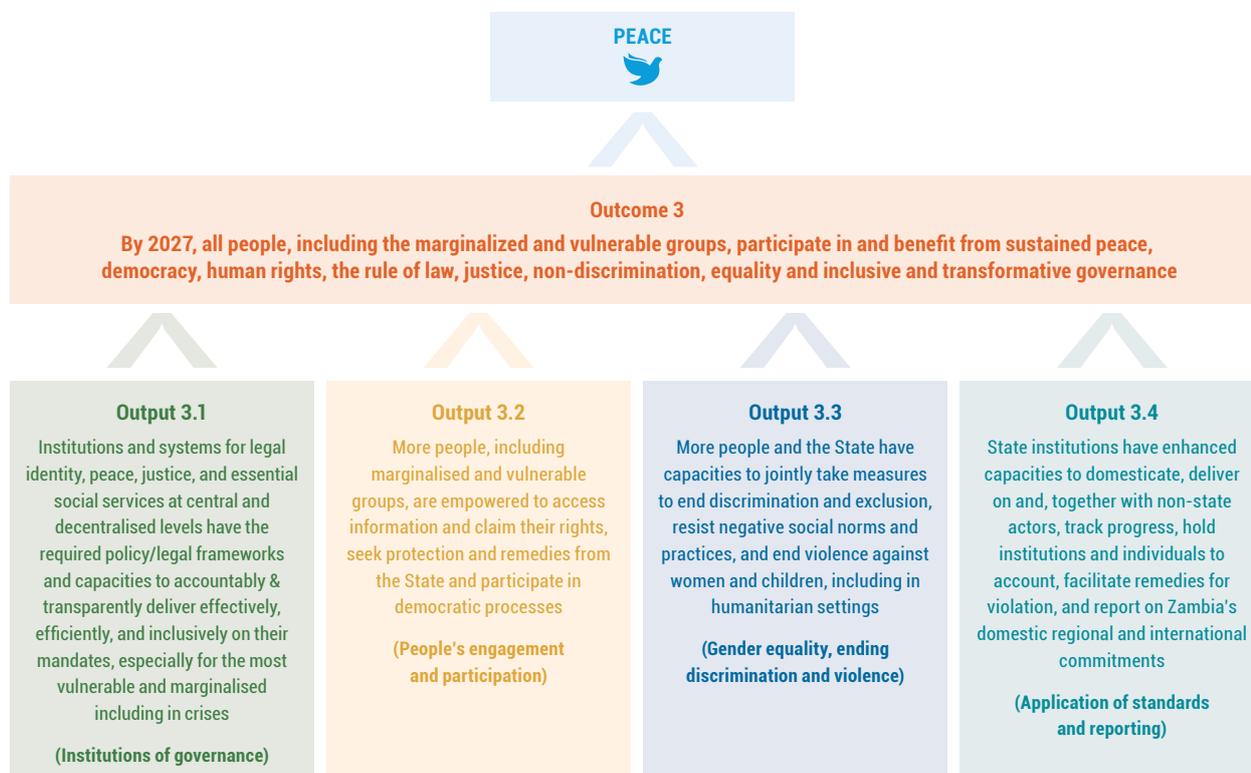
2.7.2 The Peace Pillar Theory of Change

The Peace Pillar ToC is built on four core output areas: (i) enhancing policies, laws and institutional capacities; (ii) strengthening people's engagement and participation; (iii) addressing violence and harmful practices; and (iv) promoting the integration and application of international standards and commitments (Figure 8).

¹⁷ Budget concept paper, annex on 8NDP.



Figure 8: Theory of Change for the Peace Pillar



Theory of Change

IF institutions and systems for legal identity, peace, justice and essential social services at central and decentralised levels have the required policies and legal frameworks and capacities to accountably and transparently deliver effectively, efficiently and inclusively on their mandates, especially for the most vulnerable and marginalised groups including in crises; and IF all people, particularly the marginalised and vulnerable groups, are empowered to access information and claim their rights, seek protection and remedies from the State and participate in and influence decisions that affect them; and IF all people and the State jointly take measures to end discrimination, exclusion, resist negative social norms and practices, and end violence against women and children including in humanitarian settings; and IF, State institutions have capacities to domesticate, deliver on and, together with non-State actors, track progress, hold institutions and individuals to account, facilitate remedies for violations, and

report on Zambia's domestic, regional and international commitments; THEN, by 2027, all people, particularly the marginalised and vulnerable groups will participate and benefit from sustained peace, democracy, human rights, rule of law, justice, non-discrimination, equality, and inclusive and transformative governance.





2.7.3 UN Contribution – Peace

A peaceful and secure environment that allows for social cohesion, the full participation of people in decisions that affect them and the ability to enjoy equal opportunities and rights is an accelerator for human development, prosperity and sound management of the environment and natural resources. Maintaining peace, participation and people's abilities to express themselves, live in the present and make plans is closely related to their sense of belonging. National commitments, policies, institutions, rules, processes and outcomes provide the security that allows individuals and communities to thrive. The reforms planned by the Government of Zambia address some of the country's critical challenges. Implementing planned reforms will solidify an enabling regulatory environment that sustains democracy, human rights and the rule of law and serves as the bedrock to achieving the outcomes reflected in the People, Prosperity and Planet Pillars.

Building on the shared analysis of the situation in Zambia, the UN contribution to the Peace Pillar will focus on strengthening the capacities of institutions and systems of peace, legal identity, inclusive and democratic participation, justice and service delivery at central and decentralized levels to accountably and transparently deliver effectively and efficiently on their mandates, particularly for

the most vulnerable and marginalized groups. The UN will partner with stakeholders to address supply-side constraints and performance barriers to effective and efficient service provision. Technological advances offer opportunities for better service planning, delivery and monitoring, and the collection of performance information critical to strengthening accountability. The UN will engage with state and non-state institutions to support Zambia to improve and track the accessibility and utilization of services. As the country reforms its institutions and laws, the UN will provide advice and technical support on incorporating and operationalizing the international and regional commitments that Zambia has made.

Cognizant of the challenges facing distinct groups in society, particularly the most vulnerable and marginalized groups, in fully participating in various aspects of life, the UN will enter partnerships that foster improved knowledge on rights, procedures for access and remedies in situations of grievance.

To foster continuous improvement in the quality and utilization of services, the UN will promote diagonal accountability by advancing the roles of civil society, the media and social accountability mechanisms.

The UN will assist Zambia in tracking and reporting to other Member States, treaty bodies and other stakeholders on progress with the domestication and application of agreed principles, norms and standards. In this regard, the UN will provide support to improve data collection; strengthen the capacities of state and non-state actors to compile reports; and enhance capabilities for implementing recommendations to improve the application of standards and respond to issues raised.

The support to the Peace Pillar will:

- enhance the incorporation and operationalization of international and regional commitments,
- strengthen the capacities of state and non-state actors to design, implement and monitor coherent and inclusive policies, laws and programmes that promote human rights, the rule of law and



justice, and non-discrimination, especially for marginalized and vulnerable groups,

- improve tracking of the accessibility and utilization of the targeted public services, including the provision of these services using technology, e.g., birth notification and identity management services,
- strengthen data collection systems and evidence-based planning and implementation,
- enhance the efficiency and client orientation of public administration,
- strengthen anti-corruption, anti-money laundering and illicit financial flows measures and improve related institutions,
- build institutional capacities for diversion, mediation, legal aid and probation,
- promote child-friendly processes and standards for child victims and witnesses,
- support digitalization of governance tools and court and case management systems,
- introduce crowdsourcing and other public participation mechanisms,
- enhance the implementation of policies, laws and programmes on sexual and gender-based violence, harmful practices and constructive male involvement, and enhance access to justice for women affected by violence,
- enhance the implementation of policies, laws and programmes on migration and human trafficking,
- promote partnerships that foster improved knowledge on rights, procedures for access and remedies in grievance situations,
- promote diagonal accountability by advancing the roles of civil society and the media, and the use of social accountability mechanisms.

2.7.4 Partnerships

The principal partners in interventions to achieve the Peace-related SDGs include government MDAs, trade unions (workers' organizations), employers' organizations, civil society, academia, cooperating partners (bilateral and multilateral donors) and the private sector. Partnerships will be established with the public and private sector and international and regional stakeholders. More specifically, this will include the Ministry of Finance and National Planning (MoFNP), the Ministry of Justice (MoJ) and other line ministries and organizations¹⁸ as stipulated in the Ratification of International Agreements Act 2016. The UN participates in various coordination and technical working groups, including Sector Advisory Groups, aimed at streamlining implementation and reducing duplication of efforts and resource mobilization; the Cluster Advisory Group on Governance and Human Rights; the National Civil Registration and Vital Statistics Steering Committee; and the Cooperation Partners Group on Governance, among others. Membership in these and similar structures will enhance the UN's influence on programming priorities.



¹⁸ These include: Office of the Vice President, Zambia Statistics Agency, Ministry of Health, Ministry of Community Development and Social Services, Ministry of Education, Ministry of Labour and Social Security, Ministry of Youth, Sports and Arts, Ministry of Home Affairs and Internal Security, Gender Division, National AIDS Council, Provinces and spending agencies, Public Accounts and Reforms Committees of the National Assembly, Office of the Auditor-General, the Zambia National Human Rights Commission, Parliament, UN, Civil Society Organizations, Academia, Cooperating Partners (Bilateral and multilateral donors), Government and Multilateral coordination/technical working groups, and the Private sector.

2.8 Planet

Outcome 4: By 2027, ecosystems are healthier, and all people, including the marginalized and vulnerable groups, are more resilient and contribute to and benefit from the sustainable management and use of natural resources and environmental services, and more effective responses to climate change, shocks and stresses

2.8.1 National Priorities

The 8NDP area corresponding with the Planet Pillar is Environmental Sustainability. The government notes that development pathways in pursuit of the economic transformation agenda must be sustainable. In pursuing the sustainable utilization of natural resources for wealth creation and building resilience to climate change, the national priorities for the Planet Pillar are:

- enacting legislation on climate change,
- developing a green economy strategy,
- strengthening multi-hazard early warning systems and climate information services,
- enhancing climate change mitigation and adaptation,
- strengthening disaster risk reduction and resilience,
- promoting sustainable management of the environment, ecosystems and natural resources.

2.8.2 The Planet Pillar Theory of Change

The ToC for the Planet Pillar comprises four mutually reinforcing output areas: (i) capacities for policies and programmes; (ii) promoting individual and collective responsibility for environmental action; (iii)



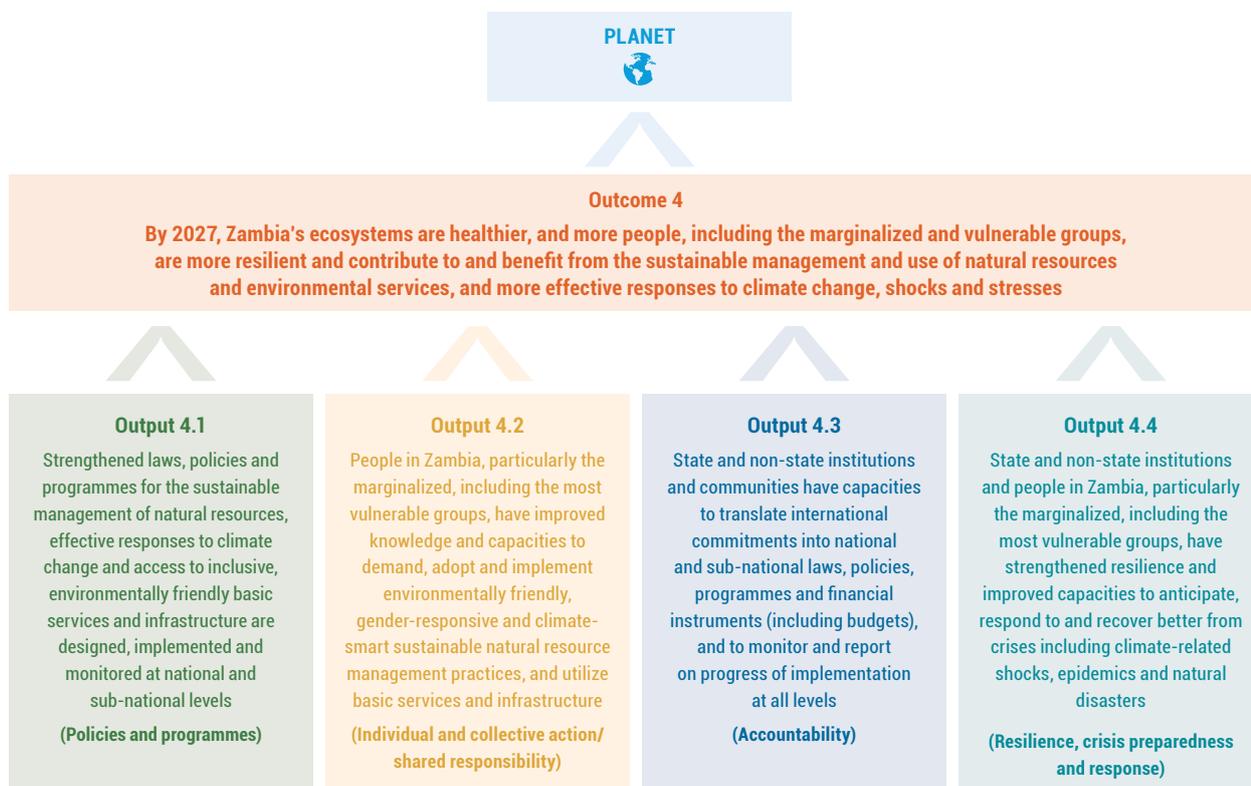
accountability for a healthy environment, ecosystems and natural resource management outcomes; and (iv) climate action and disaster preparedness and strengthening resilience (Figure 9).

2.8.3 UN Contribution – Planet

Accelerated action to address the environment, ecosystems, natural resources and climate change-related issues call for a mix of policies and measures that leverage synergies across actors and sectors. The UN will support efforts to strengthen environmental, ecosystem and natural resource management and the response to climate change and access to environmentally friendly basic services and infrastructure through a combination of enhanced capacities of state and non-state institutions (including the private sector) to design, implement and monitor laws, policies and programmes. The government's planned reforms will call for new capacities. The UN is well placed to provide technical support to inform the reforms and leverage knowledge and experiences to improve the quality and implementation capacities of the reform measures. Through the technical support of the UN, Zambia will be assisted in developing critical capabilities, shortening the learning period and managing the costs of reforms.



Figure 9: Theory of Change for Planet Pillar



Theory of Change

IF strengthened laws, policies and programmes for the sustainable management of natural resources, effective responses to climate change and access to inclusive, environmentally-friendly services and infrastructure are designed, implemented and monitored at national and sub-national levels; and IF people in Zambia, particularly the marginalized and vulnerable groups, have improved knowledge and capacities to demand, adopt and implement environmentally friendly, gender-responsive and climate-smart sustainable natural resource management and utilize basic services and infrastructure; and IF state and non-state institutions and communities have capacities to translate international commitments at all levels into national and sub-national policies, laws, programmes and financial instruments (including budgets), and to monitor and report progress on implementation at all levels; and IF state and non-state institutions and communities in Zambia, particularly the marginalized and vulnerable groups, have strengthened resilience and improved capacities to anticipate, respond to and recover better from

climate-related shocks, epidemics and natural disasters; THEN by 2027 Zambia's ecosystems will be healthier, and more people, particularly the marginalized and vulnerable, will be more resilient and contribute to and benefit from the sustainable management and use of natural resources and environmental services, and more effective responses to climate change, shocks and stresses.





Progress on environmental and ecosystem management goals calls for broad-based actions by informed and capable private, corporate and civic entities and individuals acting in compliance with the UN Guiding Principles on Business and Human Rights, laws and regulations and out of recognition, acceptance and a shared sense of responsibility for environmental management and protection. The UN will support building mass awareness and consciousness on environmental, ecosystem, natural resource and climate change concerns. Strategies, options and alternatives will be promoted and enhanced, particularly for the most vulnerable and marginalized groups, whose daily livelihoods are intricately linked to the quality of the environment, ecosystems and the natural resource base.

Global and national commitments on climate, environmental and natural resource management provide a basis for the collective framing of action plans and accountability frameworks between and within countries. The UN will support Zambia to prevent and manage risks and harms, including disabilities linked to the harmful side-effects of the extractives industry, to protect people and to realize the potential of environmental, natural resource and climate change agreements by translating commitments into local laws, policies and guides for practical action at various local

levels (central and decentralized). Support will be extended to developing and transforming accountability relationships, including establishing new institutional reforms, improved data availability and utilization, and regular and timely reporting. The UN will also support technology development and transfer to strengthen the government's capacities in implementing programmes related to natural resource management, climate change and sustainable development, for example in strengthening weather forecasting. The UN will further provide support to enhance innovative solutions and the digitalization transformation agenda through partnerships with the private sector, academia, civil society, community-based organizations and development partners.

Crises and disasters devastate people, livelihoods, institutions and the environment. Disaster prevention, management, adaptation and impact mitigation are essential in maintaining positive development trajectories. The UN will work with state and non-state institutions to enhance resilience to climate-related shocks, epidemics and natural disasters. Strategic support will be provided to develop robust systems for multi-hazard early warning systems and climate information services, disaster risk reduction, vulnerability assessments and effective response mechanisms that improve recovery capabilities for building back better. The UN will support Zambia in making better use of technology and innovation to take timely preventive, adaptation, mitigation, response and recovery measures.

Specific areas of focus under the Planet Pillar to complement the government's efforts in environmental sustainability will include:

- support to a just transition to a low-carbon and climate-resilient economy through the integration of low emission measures into development policies and strategies,
- strengthening policy, regulatory frameworks and practices for sustainable natural resource management, including mobilizing relief and protection to populations in need and preventing and responding to harm,
- integration of biological diversity concerns into sectoral policy, planning and programmes,
- nature-based solutions to livelihoods and responses to climate and disaster risks,



- innovative financing instruments for investment in low-carbon solutions,
- integrating green economy principles into sector development plans,
- pollution and contamination protection and control and enhanced waste management,
- building national capacities for improved management of biodiversity and ecosystems and awareness creation on biodiversity,
- support to the establishment of an environmental tracking, monitoring and reporting system,
- mass awareness and consciousness on the environment and climate change concerns and management response strategies and measures,
- deploying alternative green energy sources and efficiency measures,
- support to in-depth vulnerability assessments, early warning systems and climate information services,
- mainstreaming of adaptation and disaster risk reduction in national and sectoral policies, practices and development plans,
- support to the strengthening of national systems in emergency preparedness and response, including the establishment of a multi-hazard monitoring and forecasting system,
- advocacy, education and awareness-raising for pro-resilient behavioural changes, including engaging children and young advocates,
- translating commitments into local laws, policies and guides for practical action at various local levels,
- advocating for increased budgetary allocation and mobilizing resources from partners to support strengthened resilience and responding to and recovering better from crises for marginalized and vulnerable populations,
- better use of technology to take timely measures on prevention, management and recovery from shocks,
- support to technology transfer and innovations for sustainable management of natural resources, climate change adaptation and mitigation, and resilience-building.

2.8.4 Partnerships

Various partners will be engaged to enhance the achievement of the Planet-related SDGs, and existing partnerships will be leveraged to deliver UN support to the government. These include collaboration between UNDP, FAO and WFP from the UN and the Ministry of Agriculture and the Water Resource Management Authority on Strengthening Climate Resilience of Agricultural Livelihoods in Agroecological Regions I & II in Zambia, covering 16 districts. This partnership will be scaled up to support work related to early warning systems, climate information services and climate change mitigation, adaptation and resilience. The Nationally Determined Contribution (NDC) Support partnership with the Ministry of Green Economy and Environment (MoGEE) and MoFNP, which includes UNDP, WFP, FAO, UNEP and COMESA, will support the update of the NDC, resource mobilization, NDC implementation, monitoring and reporting. Together, the partnerships will play an essential role in supporting the government in implementing its transition to a green economy and the enhanced climate action ambition.

The UN also has a long-term relationship with the Disaster Management and Mitigation Unit (DMMU) under the Office of the Vice President and will contribute to the strengthening of national and sub-national capacities in vulnerability assessment, contingency planning, resilience-building, disaster risk reduction, post-disaster assessments and recovery action plans. The UN will also aim to partner with the Zambian Environmental Management Agency, the World Bank, private enterprises and other partners to prevent and respond to harm to people and the environment linked to the extractives industry.

The UN will also build upon emerging partnerships with the private sector and financial institutions on green bonds and carbon markets and continue engagement with the Global Environment Facility and the Green Climate Fund for improved access to finance.

The UN will also cooperate with civil society, academia and cooperating partners (bilateral and multilateral donors) to complement the government's efforts in promoting environmental sustainability.



3. Implementation of the UNSDCF

3.1 UNSDCF Governance and Structure

The governance of the UNSDCF is owned nationally. A Zambia/UN Joint Steering Committee (JSC) co-chaired by the most senior representative of the central government counterpart ministry (the Permanent Secretary) and the UN Resident Coordinator. The JSC will be the highest governing body of the UNSDCF. Membership will include key partners identified in the UNSDCF for joint contributions to national priorities and the 2030 Agenda (including representatives of groups at the most significant risk of being left behind). The JSC will ensure strategic direction and oversight of the UNSDCF; alignment with national, regional and international development processes, mechanisms, goals and commitments; and links with other processes such as the VNR.

The National SDG Council will act as a platform for UNSDCF implementation, aligning activities with the Government of Zambia's ongoing reform plan and engaging in regular monitoring of SDG implementation in the UNSDCF and long-term sectoral policies, strategies and programmes.

Under the leadership of the UN Resident Coordinator, the UNCT will provide overall strategic oversight and guidance for the entire UNSDCF cycle and is responsible for approving all the deliverables. Four Results Groups (RGs), aligned with the four pillars of the UNSDCF, will be established; these will be the critical governance structures for the implementation of the UNSDCF. The UNCT has also established a Programme Management Team (PMT), which will support the UNSDCF implementation's overall coordination to ensure clear linkages between the SDG targets and the sectoral strategies and their targets and indicators; and overall collaboration across the three dimensions of sustainable development. The PMT, composed of UN physically present agencies' deputies and focal points for agencies with no physical presence, will provide oversight for the CCA and the UNSDCF. It will provide quality assurance through reviews, analytical support and recommendations on the draft products.

The existing Theme Groups (TGs) on the Reduction of Development Inequalities; Gender; LNOB; Human Rights; HIV and AIDS; the Humanitarian and Development Nexus; and Data, Monitoring, Evaluation and Learning will be retained but may be streamlined and combined, to enhance effectiveness and reduce transaction costs. The RGs and TGs will provide coordination and accountability for implementing the interventions designed to achieve the set outputs and outcomes. The groups are constituted by UN staff at the technical level and chaired by a member of the UNCT (i.e., a UN entity's representative). RG and TG membership includes UN entities not physically located in the country. Meetings of the RGs take place periodically, at least bimonthly, during implementation of this UNSDCF. Critical tasks of RGs and TGs include, but are not limited to, periodic updates to the CCA; design, monitoring and reporting on progress towards UNSDCF strategic priority outcomes and outputs; annual updates of the UN joint work plan; funding frameworks to develop Annual/Biannual Joint Work Plans (JWPs); monitoring and coordinating interventions; reports against the monitoring framework at output level; and reviewing results achieved (and the related ToC) at the end of each year. The RGs and TGs will report regularly to the UNCT and to the JSC. The JSC will discuss any recommended adjustments to the results framework and the underpinning ToC.

The Data, Monitoring, Evaluation and Learning TG will provide technical assistance in developing the CCA and the UNSDCF. It will ensure that the UN prioritization is based on a robust analysis of the UN comparative advantage and the UNSDCF ToC. The results framework is logical and measurable. The TG will also support development of the UNSDCF costed multiyear joint Monitoring, Evaluation and Learning (MEL) Plan, ensuring that individual M&E plans are coordinated and reflected in the UNSDCF MEL Plan.

3.2 Resourcing the UNSDCF

Implementation of the UNSDCF is contingent upon the availability of funding and other resources to be mobilized. Following the signing of the UNSDCF, the UNCT will develop a Funding Framework for the Cooperation Framework to serve as a financial planning and management tool. It will consolidate the agreed, costed results of the UNSDCF – including operations and communications – for the entire programme cycle. The UN System and the government will launch the Cooperation Framework together with the Funding Framework as a platform for resource mobilization. As per the UNSDCF Funding and Financing Guidance, the Funding Framework will have two levels: (i) a multiyear Funding Framework covering the entire duration of the UNSDCF; and (ii) annualized Funding Frameworks, continuously monitored and updated as part of the JWPs. The financial landscape analysis – part of the Development Finance Assessment exercise – will complement the CFFF by providing data and analytical information on both quantitative and qualitative aspects of development resources in Zambia.

The CFFF, combined with the financial landscape analysis, will develop a resource mobilization strategy for the UNSDCF and the periodic UN–government funding dialogues with other stakeholders. Based on funding gaps for the UNSDCF and its JWPs, and under the leadership of the RC and the respective government counterparts, these dialogues will aim to attract funding and thus encourage joint programming. The UNCT will also leverage available joint funds, as it has already successfully mobilized funds from the COVID-19 Response and Recovery Fund and the Joint SDG Fund. Leveraging these funds will promote SDG integration and sustainable investing in the context of the Decade of Action. In collaboration with the development partners in the country, the UNCT will advocate for establishing a country-based pooled fund to support the sustainable and continuous funding of the UNSDCF with innovative and catalytic financing.



Under the UNSDCF, the UN will also assist the government in developing and implementing an Integrated National Financing Framework (INFF). The INFF, based on analysing current financing frameworks, flows and gaps, will define broader financing mechanisms to reach the SDGs in Zambia. Launched in 2020, the INFF is expected to improve development financing to ensure the SDGs are actualized at the national and sub-national levels. It will broaden constituencies for reform, generating a national dialogue around financing priorities beyond a narrow set of finance experts and decision-makers. These dialogues will include non-state actors, such as investors, banks and large companies, to enhance inclusivity and align private financing with the SDGs. It will also aim to strengthen the private sector's contributions to achievement of the SDGs and support innovative financing mechanisms adapted to the local Zambian context.

Humanitarian responses will be mainstreamed in overall programme delivery, and overseen and supported at all levels of the UNSDCF's governance. Within the overall UNSDCF governance structure, the humanitarian coordination architecture established will ensure effective and efficient delivery of the UN humanitarian response to all affected people in all locations.



3.3 Business Operations Strategy in Support of the UNSDCF

The UN will implement the UN's Global Business Operations Strategy (BOS), which will help further drive the cost-efficiency and quality of the UN's operational support and create synergies, efficiencies and productivity gains in the working processes. The UN's Operations Management Team (OMT) will be responsible for overseeing implementation of the BOS, providing recommendations to the UNCT on common business operations and identifying opportunities for innovative business models and collaboration to increase the efficiency and effectiveness of the UN's programmatic work under the UNSDCF.

3.4 Derivation of UN Agency Country Programming Instruments and Joint Work Plans

UN agencies and entities supporting Zambia will align their programmes with the UNSDCF and its coordination, management and reporting arrangements. Agency programmes will have sub-outputs that contribute to specific outputs and indicators of the UNSDCF.

The UNSDCF will be implemented through the country programme instruments of the UN entities derived from the UNSDCF. The country programme instruments of the UN entities will come together in a JWP, presenting each entity's planned programmatic sub-outputs and resource contributions to the UNSDCF outputs. The JWP, prepared with all UNCT members irrespective of physical presence, will reduce fragmentation,

avoid duplication and ensure the coherence and synergy of the entities' collective programming. The JWPs will be discussed within and across RGs to ensure gaps, overlaps and potentials for synergy and joint programmes are identified and responded to as appropriate. The JWPs will capture the UNSDCF outcomes and outputs, the funding framework, resources, SDG targets and indicators, gender equality, human rights, disability inclusivity and any other system-wide markers, with each UN entity's contributions (sub-outputs and resources) to the UNSDCF outputs aligned with the UNSDCF ToC.

Additionally, formulation of the JWPs will ensure mainstreaming of the principles of LNOB, gender equality, human rights, disaster risk reduction and other cross-cutting themes, in terms of both programmes and resource allocation, and partnerships. The JWPs will be endorsed by the UNCT and the JSC. The approved JWPs will be the basis for the Annual Performance Review, to ensure the latter responds to the evolving country context and feeds directly into the preparation of the annual UN Country Results Report to the government.



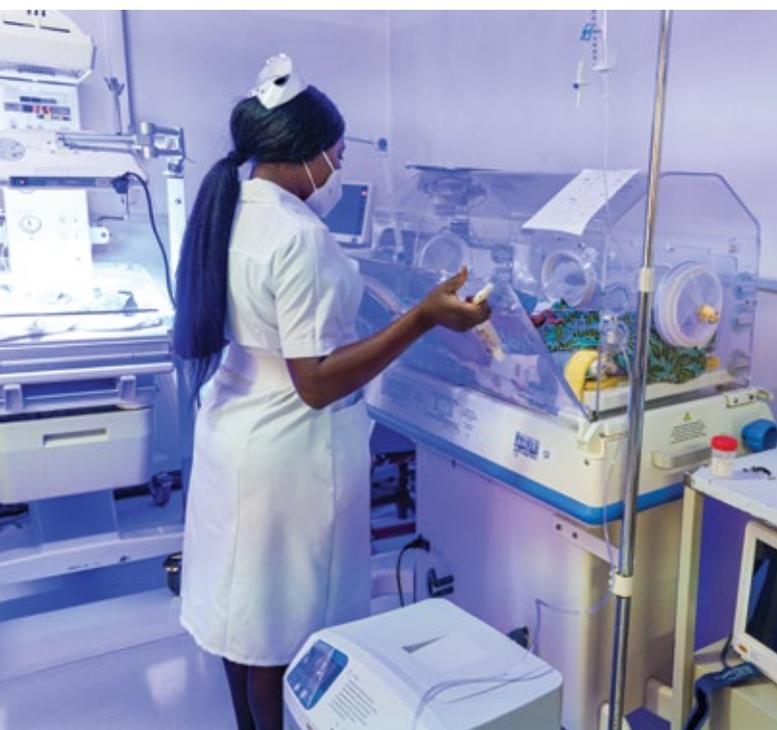
3.5 Implementation Support

The UN System agencies will develop and implement activities within the UNSDCF, which may include advisory and technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme implementation, M&E, training activities and staff support. Additional support may include access to UN organization-managed global information systems, the network of country offices and specialized information systems, including rosters of consultants and development services providers, and to the support provided by UN specialized agencies, funds and programmes. The UN agencies will appoint staff and consultants for programme development, programme support, and advisory and evaluation activities. Subject to

annual reviews and progress in implementation, the agencies' funds are distributed by calendar year following the UNSDCF. These budgets will be reviewed and detailed in the work plans and project documents. By mutual consent between the government and the UN entities, funds not earmarked for specific activities may be reallocated to other programmatically worthwhile activities.

Implementing partners agree to cooperate with the UN agencies to monitor all activities supported by cash transfers and to facilitate access to relevant financial records and personnel responsible for administering cash provided by the agencies. To that effect, implementing partners agree to the following:

- periodic on-site reviews and spot checks of their financial records by the UN System agencies or their representatives, as appropriate and described in specific clauses of their engagement documents/contracts with the system agencies,
- programmatic monitoring of activities following the agencies' standards and guidance for site visits and field monitoring,
- special or scheduled audits. Each UN agency, in collaboration with other UN System agencies (where so desired and in consultation with the respective coordinating ministry), will establish an annual audit plan, giving priority to audits of implementing partners with substantial amounts of cash assistance provided by the UN System agencies, and those whose fiscal management capacity needs strengthening. Zambia's supreme audit institution may undertake the audits of government implementing partners. If the supreme audit institution chooses not to undertake the audits of specific implementing partners at the frequency and scope required, the UN System agencies will commission the audits to be conducted by private sector audit service providers.





3.6 UNCT Configuration

The UNSDCF's priorities, outcomes and outputs are ambitious and span many interlinked development issues. To effectively deliver on its commitments under this UNSDCF, the UNCT configuration was submitted to a review, following the “needs-based, tailored country presence” principle called for in the UN Development System repositioning resolution.

The configuration exercise was carried out among all UN entities that plan to deliver on the UNSDCF commitments – physically present in the country, contributing remotely and with mandates beyond the purely developmental. The overall assessment is that the UNCT, in its current form, will continue to employ its technical, functional and operational expertise and maintain its current business models, except for one agency which intends to change its business model to become physically present. In addition, to enhance its capacity to deliver on the UNSDCF commitments, under the leadership of the RC, other UN agencies were contacted and invited to join the UNCT in Zambia. As a result of this exercise, three new agencies will formally join the UNCT (ITC, UNEP and WMO). The reconfigured UNCT will continue its vital role in development coordination, leveraging innovative SDG financing (public, private and blended) and supporting the engagement of other actors to contribute to the country's sustainable development.

With these additional new members, UNCT Zambia for 2023–2027 comprises 23 agencies¹⁹, funds and programmes, 12 with physical presence status and 11 with no physical presence. However, it should be noted that several agencies with no physical presence have technical staff in country to support programme implementation.

Therefore, drawing on its cross-agency synergistic advantage, the UN in Zambia will support realization of Agenda 2030 in line with the country's vision and



national priorities. In its reconfigured shape, the UN System in Zambia, working with other development partners, is well placed to support the Government of the Republic of Zambia to achieve the nation's Vision 2030 of making Zambia a “prosperous middle-income nation by 2030” and improving people's lives, leaving no one behind.

3.7 Communication for the UNSDCF

The UN Communications Group will prepare and implement a communications strategy²⁰ for the UNSDCF to help the UN Development System convey very simply and concretely what it is doing to help the country achieve the SDGs. This information should be disseminated in an accessible language and format, considering issues such as disability, language, literacy levels and cultural background.

¹⁹ FAO, IFAD, ILO, IOM, OHCHR, UNAIDS, UNCDF, UNCTAD, UNDP, UNECA, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNIDO, UNODC, UNOPS, WFP, WHO, ITC, UNEP and WMO.

²⁰ This will be undertaken by the consultants in close collaboration with the communication team. This is also contained in the terms of reference (ToRs) for the UNSDCF.



4. Monitoring and Evaluation



4.1 Monitoring, Reporting, Evaluation and Learning

Monitoring the UNSDCF is an ongoing process designed to enable learning about the efficiency and effectiveness of UN interventions as programmes are being implemented. To support this function, the UNCT in Zambia will utilize UN INFO to digitize the UNSDCF and related JWPs. This online platform will track monitoring indicators at output and outcome levels. The UNCT will ensure gender equality, human rights and “beneficiary” tags in UN INFO to help track which activities are aimed at groups identified as those at risk of being left behind. All UN entities will report on their contributions to the UNSDCF by regularly (quarterly) recording their progress directly in UN INFO against the planned sub-outputs and resources. To ensure effective tracking of LNOB efforts, the UNCT will ensure the preparation of LNOB reports and the participation of representatives of LNOB groups in annual review processes.

The UNCT will develop costed multiyear MEL Plan. UN entity-specific M&E plans will be derived from and support this. In conjunction with the RGs and TGs, the UN inter-agency Data, Monitoring and Evaluation TG will execute the UNSDCF MEL Plan. These actors will track progress towards planned results, monitor risks and assumptions, identify challenges and opportunities, and reflect learning to inform decisions and course correction in the evolving country context.

The progress of the UNSDCF will be monitored through JSC reviews held at least once a year. The JSC reviews will serve as an opportunity to amend the UNSDCF, if necessary, and ensure its continued relevance in the face of evolving national circumstances. Respective changes will be documented in the review report and reflected in the related JWPs and UN INFO. Essential linkages will be established with government monitoring activities (surveys, census, VNR, poverty studies) that are indispensable sources of data and evidence for the UN’s contribution to development changes. The UNCT will also support strengthening national data and information systems through a Data Taskforce.

4.2 Risks and Opportunities

As noted in the CCA, Zambia is vulnerable to various multidimensional risk factors that threaten progress towards sustainable peace and development. These risks arise from national, regional and global influences, economic weakness and vulnerability to the effects of climate change, which may hamper achievement of the UNSDCF’s intended outcomes. The UN will continue to monitor these risks and their potential impact on UN programming through the CCA review process and the MEL Plan. To mitigate potential impacts on the implementation of the UNSDCF, the UN will integrate risk analysis and contingency planning into programme planning and implementation. During the preparation of the UNSDCF, the key risks noted were as follows:

- The COVID-19 pandemic: The emergence of different variants of COVID-19 has prolonged the pandemic crisis, threatening to widen and deepen its impact. Hard-won past gains are being threatened as recovery efforts are stretched beyond the initial planning period and available resources. If the crisis continues through the life of the UNSDCF, the diversion of resources and the use of implementation modalities that carry higher risks of exclusion of some population groups may limit the achievement of inclusiveness and see marginalized groups left behind or recovering at a slower pace than the rest of the population.
- Slow and narrow recovery: The Zambian economy was already experiencing slow growth before COVID-19. A slow and narrow recovery will constrain the state’s capacity to finance development, while worsening poverty and inequality. Such developments will spread available resources thinly and affect the achievement of UNSDCF targets.
- Threats to the natural environment: Against resource challenges at household and state levels, Zambia faces a risk of limited adoption of sound environmental management practices and expanded resort to the exploitation of



natural resources. Such developments carry risks of harmful side-effects, including pollution and contamination of air, water, soil and vegetation, as well as risks to people and communities. Without the capacity to assist all sectors and people in need, the state may find it difficult to make choices that carry a high cost in the short term while delivering only in the long term. Mobilizing international finance will be particularly critical for choices to favour the global collective good.

- Lack of funding for development: The COVID-19 pandemic has increased global demand for emergency financing. Consequently, Zambia, already disadvantaged by its low-income country status, may find it more difficult to mobilize external support. In turn, this may affect implementation of the UNSDCF. To manage this potential risk, the UNSDCF will explore opportunities for efficiency gains in using resources and extend government technical support to identify potential areas of efficiency gains.
- Climate change-related weather extremes: Climate change has increased the frequency of extreme weather events, threatening life and infrastructure. While the UNSDCF includes aspects focused on strengthening resilience, and takes a long-term perspective and these may require a period of stability. Should extreme weather events occur, some reprioritization may need to be done.
- Potential instability: Ongoing instability in neighbouring countries will affect border areas and create a continuing need to cater to refugees and asylum-seekers. Key regional concerns include instability in DRC, the conflict in northern Mozambique and rising tensions between South Africa and Zimbabwe. Nationally, divisions between the opposition and the ruling party may derail progress unless the parties can pull in the same direction for the benefit of Zambia and its people. Lack of visible and timely results in transforming campaign pledges and promises into lived realities may create political and security risks, necessitating some adaption of the UNSDCF.
- Knock-on effects of war: The outbreak of the Russia–Ukraine war demonstrates the impacts that distant events can have on the domestic

economy, through increased fuel, fertilizer and food prices and threats to the country's exports. While the mining sector may experience some gains, the population at large faces increased pressure from higher commodity prices that will affect social outcomes and the success of the UNSDCF.

- Integrity in domestic resource management: A fundamental assumption is that the state will deliver on the social contract and seek to achieve the best possible results with the available resources. To achieve such results, issues of openness to cooperation and change, tackling and maintaining an elevated level of accountability will need attention. While the UN's Macro-Assessment of 2021 was positive, developments in these areas that affect partnerships must be monitored and managed.
- The potential of technology to improve programming: Realization of technology's potential will rely primarily on the ability of the state and the private sector to invest in infrastructure and the scaling-up of effective strategies and interventions. These aspects are beyond the control of the UN. In developing its communication strategy, the UN will consider this reality and ensure that development partners, the state and the private sector are aware of opportunities to enhance progress towards the SDGs. Where feasible, the UN will promote knowledge and technology transfer between countries.

In addition to the specific risks listed above, the UNCT will monitor other potential risk areas. These will include issues related to human rights, business development and practices, and social cohesion.

Adaptive programming approaches will be implemented based on an agreed prioritization with the government and following established procedures. As new situations emerge during implementation of the UNSDCF, joint reviews will be held to elaborate on these adjustments and any other adaptive measures that may become necessary. The UNSDCF ToC and JWPs will be reviewed to adapt programmes and intervention strategies. The UNCT will tap into the regional and global tier of the UN system as the need arises.

4.3 UNSDCF Annual Performance Review and Country Results Reporting

Under the overall leadership of the UN Resident Coordinator, each RG will conduct an Annual Performance Review with its stakeholders to discuss achievements, challenges, opportunities and lessons learnt in the last quarter of each year of UNSDCF implementation. The reviews will draw on UN INFO reports. Based on this review and the evolving country context, the RGs will propose amendments to the UNSDCF and the following year's JWP to the UNCT, to ensure the continued relevance and effectiveness of UN support to the country.

The UN INFO reports, Annual Performance Reviews and CCA updates will feed into the UN Country Results Report. The CCA will be updated through periodic annual reviews and in case of significant changes in national circumstances. Where relevant, CCA updates will also be informed by other strategic assessments, to maximize capacity and availability of information. Updates to the CCA will integrate an analysis of the populations at risk of being left behind. These updates will draw the latest data and evidence and consultations with the concerned populations. The inter-agency UN Expert Team, composed of critical programme and policy staff, will lead the CCA process, ensuring the CCA is updated periodically and serves as a relevant source of information on the evolving context.

The UN Country Results Report will capture the entire footprint of the UN entities in supporting the government to advance progress toward the 2030 Agenda. The UN Country Results Report will inform the JSC Annual Performance Reviews, focusing on how the country context has evolved in the past year, and the UNCT's achievements, challenges, opportunities, learning and adaptations in implementing the UNSDCF.



4.4 Evaluation Plan

A final independent evaluation of the UNSDCF will be conducted in 2026 (the penultimate year of the UNSDCF). The evaluation, commissioned by the UN Resident Coordinator's Office, will be carried out by an independent consultant or team of consultants (to be defined). The evaluation terms of reference (ToRs) will ensure an inclusive and participatory approach involving all stakeholders, and the independence and impartiality of the evaluation team, in line with UNEG norms and standards. Multiple data collection methods will be suggested to ensure inclusivity, comprising focus group discussions, online surveys, facilitated participatory workshops and in-depth interviews. An in-depth LNOB analysis will inform the UNSDCF final evaluation to ascertain how UNSDCF programming addresses drivers and manifestations of entrenched deprivations and what programmatic adjustments may be required. The UNCT will schedule the independent evaluation to coordinate timing and focus, ensure cross-fertilization of individual agency country programme evaluations and reduce transaction costs for the stakeholders involved.



5. Annexes



5.1 Results Matrix – PROSPERITY

National development priorities for Pillar 1 – Economic Transformation and Job Creation Developmental outcomes 1. An industrialized economy 2. A diversified economy 3. Enhanced citizenry participation in the economy 4. A competitive private sector	Regional frameworks Africa Agenda 2063 Aspiration 1. A prosperous Africa based on inclusive growth and sustainable development Goal 5. Modern agriculture for increased productivity and production Goal 20. Africa takes full responsibility for financing her development goals	Sustainable Development Goals and Targets SDG 1. No Poverty SDG 8. Decent Work and Economic Growth: Targets 1, 2, 5, 6, 7, 8 SDG 9. Industry, Innovation and Infrastructure: Targets 2, 3, 4, 5 SDG 17. Partnerships for the Goals: Targets 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19
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Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
Outcome 1. By 2027, all people in Zambia, including the marginalized and vulnerable groups, benefit from an inclusive, resilient and sustainable economy that provides equitable, diverse and sustainable opportunities for decent jobs, livelihoods and businesses	1.1. Proportion of population living below national poverty line, by sex and age (SDG 1.2.1)	54% (2015, LCMS)	TBD ²¹	ZamStats (LCMS Report)	MoFNP, ZamStats WB	UNDP, UNICEF, UNECA, UNCDF, ILO, UNODC, UNFPA, UNIDO, UNHCR, UNESCO, ITC
	1.2. Annual growth rate of real GDP per capita (SDG 8.1.1)	-2.8% (2020, 8NDP IP Indicators)	4.5%	MoFNP (8NDP Annual Progress Reports)	MoFNP, ZamStats WB, IMF	UNDP, UNICEF, UNECA, UNCDF, ITC
	1.3. Share of manufacturing in GDP (SDG 9.2.1)	7.7% (2020, 8NDP IP Indicators)	15%	MoFNP	MoCTI AfDB	UNIDO, UNECA, UNDP, UNCDF, ITC
	1.4. Unemployment rate, by sex, age and persons with disabilities (SDG 8.5.2)	13.8% (2020, LFS) 11.9% male 16.4% female 19.9% youth	<10% national <12% youth	ZamStats, MoLSS (LFS Report)	Ministry of Technology and Science Ministry of Labour & Social Security Private Sector (Trade Unions, ZFE) ZamStats, Ministry of SMEs, Ministry of Commerce Trade, and Industry	ILO, IOM, UNCDF, UNIDO, UNDP, UNHCR, FAO, UNESCO
	1.5. Women's employment rate	39.2% (2020, 8NDP IP Indicators)	>45%	ZamStats, MoLSS (LFS Report)	ZamStats, MoLSS	ILO, IOM, UNCDF, UNIDO, UNDP, UNHCR, UNICEF, FAO, ITC

²¹ Data of the indicator will be updated once LCMS ongoing is completed.



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
Output 1.1. Improved capacities of the state and non-state actors to design, implement and monitor coherent and inclusive policies, and financing strategies that promote decent employment, livelihood opportunities and sustainable growth	1.1.1. Number of established youth resource centres and virtual platforms that foster women and youth employment and entrepreneurship	23 (2022, MYSA)	33 centres 1 virtual	MYSA (Annual Reports)	Ministry of Youth Sports and Arts (MYSA), Ministry of Small and Medium Enterprises (MSMEs)	UNDP, UNCDF, UNIDO, UNHCR, FAO, IFAD, UNESCO, UNFPA, UNV
	1.1.2. Number of surveys, census, studies and assessments on SDGs conducted and disseminated by national institutions	4 surveys 3 censuses 10 studies (2021, ZamStats, MoFNP)	14 surveys ²² 4 censuses 25 studies	Surveys, census, and studies reports	ZamStats, MoFNP, ZIPAR, MoLSS, MoCTI, BoZ, MYSA	UNDP, IOM, UNCDF, UNIDO, UNHCR, UNICEF, FAO, IFAD, UNESCO, UNODC, UNFPA
	1.1.3. Number of development finance assessments and investor maps undertaken to support integrated national financing framework for SDGs	Baseline (2022): 1 (DFA)	4 (2026)	MoFNP, ZIPAR, UNDP, UNECA	ZamStats, MoFNP, ZIPAR, MLSS, MCTI, BoZ, MYSA	UNDP, UNCDF, UNIDO, UNHCR, UNICEF, FAO, IFAD, UNESCO, UNODC, UNFPA, UNV, ITC
	1.1.4. Number of youth volunteers/interns/ apprentices/fellows on placement to support SDG by sex	6,923 (2021, MYSA) 3,392 female 3,531 male	Total 11,923 Female 7,004 Male 4,669 PWD 250	MYSA, 8NDP Annual Reports	MYSA, MLGRD, MoLSS, Ministry of SMEs	UNDP, UNHCR, IOM, UNCDF, UNFPA, UNESCO, ILO, UNAIDS, FAO, UNV
	1.1.5. Number of gender-sensitive policies, and financing strategies that promote decent employment, livelihood opportunities and sustainable growth	4 (2021, 7NDP Annual Report)	10	8NDP Annual Reports, MoFNP, UNDP	MYSA, MoLGRD, MoLSS, MSME	UNDP, UNHCR, IOM, UNCDF, UNFPA, UNESCO, ILO, UNAIDS, FAO, UNV
	1.1.6. Private and public investment in SDGs (US\$)	TBD ²³	US\$ 200m	MoFNP, UNDP reports	MoFNP UNDP	UNDP, UNECA, UNCTAD
Output 1.2. Improved capacities of people, particularly the marginalised and vulnerable, to pursue sustainable livelihoods, decent jobs, and entrepreneurship	1.2.1. Employment in main sectors of agriculture, industry and services as % of total employment (modelled ILO estimate), by sex (% of population)	Agriculture: 22.5% (24.1% male, 20.1% female) Industry: 16.4% (22.3% male, 7.6% female) Services: 61.1% (53.6% male, 72.3% female) (2020, LFS)	Agriculture: 25% Industry: 15% Services: 65%	ZamStats (LFS)	MoLSS, Ministry of Agriculture, MoFL, MoTS, MoCTI	ILO, FAO, UNCDF, IFAD, UNECA, UNIDO, UNDP
	1.2.2. Proportion of youth not in education, employment or training (SDG 8.6.1)	45.1% (2020, LFS)	40%	Labour Force Survey	Ministry of Education, MoLSS, MoTS	ILO, UNICEF, UNHCR, IOM, UNDP, UNCDF, UNFPA, UNESCO
	1.2.3. Proportion of PoCs included in livelihoods and economic inclusion services and development programmes provided by government, development actors or private sector	3% (current situation) (UNHCR corporate tool)	50%	UNHCR progress database/ COMPASS	Inter-Ministerial Committee headed by MoHAIS Office of the Commissioner for Refugees, ZamStats	UNHCR, WFP, FAO, UNESCO

²² Cumulative from baseline. ²³ Data to be available in 2023.



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
Output 1.3. Strengthened capacities of formal and informal sector businesses to participate in economic activities	1.3.1. Proportion of MSMEs with access to finance	36.2% small firms 20.1% medium firms (2019, WB Enterprise Survey)	42% small firms 25% medium firms	ZamStats, WB Enterprise Survey	Ministry of SMEs, MYSA, MoCTI, BoZ, MoFNP	UNCDF, UNHCR, UNIDO, WFP, FAO, UNV, IOM, UNAIDS, IFAD, UNDP
	1.3.3. Number of registered companies accessing financial capital for business investment (disaggregated by sex and age of owner)	1,169	5,000 3,000 female 2,000 male 100 PwD	Reports from Ministry of SMEs, MYSA, MCTI, BoZ, ZICTA, MoTS	Ministry of SMEs, MYSA, MoCTI, BoZ, MoFNP	UNDP, UNHCR, UNIDO, FAO, UNV, IOM, UNECA, UNESCO, UNCDF
	1.3.4. Number of new MSMEs provided with business development support (disaggregated by youth, disability, sex and age ownership)	0	5,000 3,000 female 2,000 male 100 PwD	Reports from Ministry of SMEs, MYSA, MoCTI, BoZ, ZICTA, Copperbelt University, MoTS	Ministry of SMEs, MYSA, MoCTI, BoZ, MoFNP	UNDP, UNHCR, UNIDO, ILO, UNECA, WFP, FAO, UNV, IOM, UNESCO, UNCDF
Output 1.4. Improved capacity of the state to extend shock-responsive universal social protection and strengthen the resilience for all people, especially the most vulnerable and marginalised	1.4.1. Number of vulnerable households provided with social cash transfers and emergency cash transfers	973,323 (2022, ZISPIS)	1,493,352	ZISPIS	MCDSS, MoLSS, MoTS, EU	UNICEF, ILO, WFP, UNDP, UNCDF, FAO, OHCHR
	1.4.2. Number of PwD provided with social assistance and assistive technologies	47,468 (2022, 8NDP IP Indicators)	114,988 45,995 male 68,993 female	MCDSS, ZISPIS	MCDSS, MoLSS, MoTS	UNICEF, UNHCR, UNDP, UNCDF, UNESCO, ILO, OHCHR
	1.4.3. Proportion of total government spending on social protection as % of GDP (SDG 1.a.2)	0.6% (2021, Public Expenditure Review)	≥0.6%	Government Yellow Book	MoFNP, Ministry of Education, Ministry of Health, MoLSS, MCDSS	UNICEF, ILO, FAO, UNDP, OHCHR
	1.4.4. Proportion of persons in employment in informal sector registered with social security schemes (%)	2.8% (8NDP)	10%	MoLSS reports	MoLSS, MCDSS	ILO, FAO

5.2 Results Matrix – PEOPLE

National development priorities for Pillar 2 – Human and Social Development	Regional frameworks	Sustainable Development Goals and Targets
<p>Developmental outcomes</p> <ol style="list-style-type: none"> 1. Improvement social development 2. Improved human capital 	<p>Africa Agenda 2063</p> <p>Goal 1. A high standard of living, quality of life and well-being for all citizens</p> <p>Goal 2. Well-educated citizens and skills revolution underpinned by science, technology and innovation</p> <p>Goal 3. Healthy and well-nourished citizens</p> <p>Goal 17. Full gender equality in all spheres of life</p> <p>Goal 18. Engaged and empowered youth and children</p>	<p>SDG 2. Ending Hunger: Targets 1, 2</p> <p>SDG 3. Good Health and Well-being: Targets 7, 8</p> <p>SDG 4. Quality Education: Target 4.1.1</p> <p>SDG 5. Gender Equality: Targets 1, 2, 4, 5</p> <p>SDG 6. Clean Water and Sanitation: Targets 1, 2</p>

Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
<p>Outcome 2. By 2027, all people in Zambia, including the marginalized and vulnerable groups, have equitable access to and utilization of quality, inclusive and gender- and shock-responsive universal social services</p>	2.1. Life expectancy at birth	Total: 55.7 53.3 male 58.2 female (2011–2035, Census of Population and Housing Projections)	Total: 58.1 55.6 male 60.8 female	Census of Population and Housing Projections Report	Ministry of Health, MoFNP, MCDSS, ZamStats Cooperating partners, CSOs	UNDP, WHO, UNICEF, UNODC, UNAIDS, UNFP, UNFPA, FAO
	2.2. GII	0.54 (2019)	0.48	Human Development Report	Gender Division, Ministry of Education, Ministry of Health, MCDSS, all other line ministries Cooperating partners, CSOs	All
	2.3. Adolescent fertility rate	135 (2018, ZDHS)	120	ZDHS	Ministry of Health, ZamStats, other relevant government institutions Cooperating partners in health, CSOs	UNFPA, UNESCO, WHO, UNICEF, UNAIDS, UNDP, IOM, UNHCR



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
	2.4. MMR	252 maternal deaths per 100,000 live births (2018, ZDHS)	160 maternal deaths per 100,000 live births	ZDHS	Ministry of Health, ZamStats, other relevant government institutions Cooperating partners in health, CSOs	UNFPA, UNESCO, WHO, UNICEF, UNODC, UNAIDS, UNDP, IOM, UNHCR
	2.5. U5MR	61 deaths per 1,000 live births (2018, ZDHS)	25	ZDHS	Ministry of Health, Ministry of Education, National Food and Nutrition Commission, ZamStats Cooperating partners in health, CSOs	UNICEF, WHO, UNDP, UNAIDS, UNFPA, IOM, UNHCR, UNODC
	2.6. Prevalence of stunting among children under 5	34.6% (2018, ZDHS)	25%	ZDHS	National Food and Nutrition Commission, Ministry of Health Ministry of Agriculture, MoFL, MCDSS, Ministry of Education Cooperating partners, CSOs	UNICEF, WHO, WFP, FAO, UNHCR, OHCHR
	2.7. Proportion of children and young people (a) at the end of primary; and (b) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics by sex (SDG 4.1.1)	32% primary English 18% primary mathematics (Baseline year 2020) 28.8% lower secondary English 26% lower secondary mathematics (Baseline year 2021)	80% primary English 70% primary mathematics 82% lower secondary English 78% lower secondary mathematics	National Assessment Surveys (2016 and 2021) EGRA, EGMA National Grade 7, 9 Examination	Ministry of Education Cooperating partners in education	UNESCO, UNICEF, UNHCR, OHCHR



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
Output 2.1. The capacities of state and non-state actors are strengthened to plan and effectively and accountably deliver quality, inclusive and gender- and shock-responsive universal social services	2.1.1. Proportion of adolescent boys and girls who complete secondary education	36.4% boys 31.4% girls (Baseline year 2018)	75%	Ministry of Education's Educational Statistical Bulletin	Government -Ministry of Education -MYSA, -Gender Division, Office of the Vice President -Ministry of Health Cooperating Partners	UNESCO, UNICEF, UNAIDS, UNDP, UNFPA, IOM, UNHCR, OHCHR
	2.1.2. Number of youth organizations supported to participate in youth legislative and development processes	0 (2022)	4-years target: 10 7 youth associations 2 youth volunteer organizations 1 PWD youth organization	MYSA reports	MYSA, youth organizations	UNESCO, UNDP, UNFPA
Output 2.2. More people, particularly the marginalised and vulnerable groups, are empowered to identify, demand, and utilise quality, inclusive and gender and shock-responsive universal social services	2.2.1. Percentage of girls who drop out of school as a result of pregnancy	34.2% (2019)	29%	Educational Statistical Bulletin	Ministry of Education, Ministry of Health, MYSA, Gender Division, Office of the Vice President Cooperating partners, SIDA	UNESCO, UNFPA, WHO, UNICEF, UNAIDS, UNDP, ILO, IOM, UNHCR
	2.2.2. Incidence rate attributed to NCDs (SDGs 3.4.1, 3.4.2)	i. Incidence of All Neoplasms (Cancers)/ 100 000 population – (103.7) ii. Incidence of cardiovascular diseases/ 1000 population – (1.4) iii. Incidence of Hypertension/ 1000 population – (9.3)	Cancers (cervical = 50, prostate = 39) Cardiovascular (1.0) Hypertension (7.2)	Health Management Information System	Ministry of Health, other relevant government institutions Cooperating partners, CSOs	WHO, UNICEF, UNAIDS
	2.2.3. Proportion of population using at least basic drinking water services	65% (WHO/UNICEF Joint Monitoring Programme for WASH)	71%	WHO/UNICEF JMP	MoWDS	UNICEF, OHCHR
	2.2.4. Proportion of population using at least basic sanitation services	32% (2020)	37% (2027)	WHO/UNICEF JMP	MoWDS	UNICEF, OHCHR
	2.2.5. Total couple years of protection from pregnancy (SDG 3.7.1)	2,840,349 (2021)	4,000,000 cumulatively	Ministry of Health Annual Reports	Ministry of Health, MoFNP, other line ministries Cooperating partners, CSOs	UNFPA, WHO



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
	2.2.6. Percentage of people living with HIV who are virally suppressed	68% (2020)	95%	Global AIDS Monitoring Report	Ministry of Health, NAC, other relevant government institutions Cooperating partners, CSOs	UNAIDS, WHO, UNICEF, UNFPA, IOM, ILO, UNHCR, UNODC
	2.2.7. Household dietary diversity	4 (2021)	5	Vulnerability Assessment Committee	Ministry of Agriculture, MoFL, Ministry of Health, National Food and Nutrition Commission	WFP, UNICEF, WHO
	2.2.8. Proportion of urban population living in informal settlements or inadequate housing (SDG 11.1)	1,539,000 housing deficit 70% of urban population in informal settlements (2020)	1,378,000 housing deficit 65% of urban population in informal settlements	Census of Population and Housing Report; 8NDP Report	MoLGRD, MoLNR, MoWDS, MoIHUD, DMMU Cooperating partners, CSOs	UN-Habitat, FAO, UNDP, ILO
	2.2.9. Rate of HIV transmission from mother to child	7.6% rate including period of breastfeeding (2021) 3.0% rate at six weeks (2021)	5% 2%	Global AIDS Report	Ministry of Health, NAC, other relevant government institutions Cooperating partners, CSOs	UNAIDS, UNICEF, UNFPA, WHO
	2.2.10. Number of refugees, asylum-seekers, former refugees, and immediate hosts enrolled in ECE and primary, secondary and tertiary education (GCR and SDG) by sex	18,553 (8,185 female)	40,000	Education Statistical Bulletin	Ministry of Education, Cooperating partners	UNHCR, UNICEF, UNESCO
Output 2.3. State and non-state actors have increased capacities to strengthen the resilience of people and use innovative approaches to reduce the impact of shocks and crises on access to and utilization of quality services	2.3.1. Number of targeted sectors supported incorporating resilience into planning processes	0 of 4 (Education, Health, WASH and Housing)	4 of 4	UNDP, UNESCO, UNICEF and WHO Resilience Assessment Survey	MoWDS, MoIHUD, MoLGRD, Ministry of Health, Ministry of Education, Ministry of Agriculture	UNDP, UNESCO, UNICEF, IOM, WHO, FAO, UN-Habitat, UNOPS, WFP
	2.3.2. Number of targeted sectors supported during the emergency period to ensure continuity of supply	0 of 4 (Education, Health, WASH and Housing)	4 of 4	UNDP, UNESCO, UNICEF and WHO Resilience Assessment Survey Government Contingency and Resilience Plan	MoWDS, MoIHUD, MoLGRD, Ministry of Health, Ministry of Education, Ministry of Agriculture	UNDP, UNESCO, UNICEF, IOM, WHO, FAO, UN-Habitat, UNFPA



5.3 Results Matrix – PEACE

National development priorities for Pillar 3 – Good Governance Environment	International frameworks	Sustainable Development Goals and Targets
<p>Developmental outcomes</p> <ol style="list-style-type: none">1. Improved legal, policy and governance/institutional environment2. An enabling macro-economic environment3. A value-centred, principled, active, engaged and results-driven citizenry	<p>Core treaties ratified by Zambia: ICERD, ICCPR, ICESCR, CEDAW, CRC, CAT, CRPD, CED</p> <p>Standing invitation to the Special Procedures of the Human Rights Council</p> <p>UPR recommendations</p> <p>Regional frameworks</p> <p>Africa Agenda 2063</p> <p>Goal 11. Democratic values, practices universal principles of human rights, justice and the rule of law entrenched</p> <p>Goal 12. Capable institutions and transformative leadership in place</p> <p>Goal 13. Peace, security and stability is preserved</p> <p>Goal 14. A stable and peaceful Africa</p> <p>Goal 16. African cultural renaissance is pre-eminent</p> <p>Goal 19. Africa as a major partner in global affairs and peaceful co-existence</p>	<p>SDG 5. Gender Equality: Targets 1, 2, 4, 5</p> <p>SDG 10. Reduced Inequalities: Target 10.3</p> <p>SDG 16. Peace, Justice and Strong Institutions: Targets 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 16B</p> <p>SDG 17. Partnerships for the Goals</p>



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
Outcome 3. By 2027, all people, including the marginalized and vulnerable groups, participate in and benefit from sustained peace, democracy, human rights, the rule of law, justice, non-discrimination, equality and inclusive and transformative governance	3.1. Mo Ibrahim Index (participation, rights, inclusion; security and rule of law; public administration) (SDG 16)	Participation, rights and inclusion: 48.9 Security and rule of law: 56.2 Public administration: 57 (Baseline 2020)	Participation, rights and inclusion: 51 Security and rule of law: 63.1 Public administration: 59.7	Mo Ibrahim Index of African Governance – Africa Governance Indicators	MoJ, MoHAIS, ACC, Office of the Public Protector, Parliament, Judiciary, Drug Enforcement Commission, Financial Intelligence Centre, ZPS, MoLGRD HRC, CSOs, media	UNDP, OHCHR, UNODC, IOM, ILO, UNHCR
	3.2. Percentage of women and men (20–24) married before the age of 18 (SDG 5)	29% women 2.8% men (2018, ZDHS)	22% women 2% men	ZDHS 2018	MCDSS, Gender Division, MoLGRD, ZPS, NPA, judiciary, Ministry of Health, Ministry of Education	UNICEF, UNDP, UNFPA, UNESCO, ILO
	3.3. Percentage of ever-married women aged 15 years and older who have ever experienced physical, sexual or emotional violence committed by their current or most recent husband/partner	46.8% (2018, ZDHS)	42%	ZDHS 2018	MCDSS, Gender Division, MoHAIS, ZPS, NPA, judiciary, Ministry of Health	UNFPA, UNDP, WHO, UNICEF, IOM, UNESCO
	3.4. Proportion of seats held by women in national parliament and local governments (SDG 5.5.1) 3.4b. Proportion of PwD in parliament and local government (SDGs 5, 16)	Women in parliament: 25 (15.1%) Women in local government: 8% Women mayors: 26% Women council chairpersons: 12 % 1 PwD in parliament (2022) and local government (ECZ reports)	50% African Union, SADC 2% (prevalence of disability estimated at 10.7% 18 years and above, Zambia National Disability Survey 2015)	Parliament, ECZ, IPU	ECZ, MoJ, Gender Division, MCDSS CSOs	UNDP, OHCHR
	3.5. Proportion of children under 5 years whose births have been registered with a civil authority, by age (SDG 16.9.1)	14.3% (2018) 8% rural 25% urban (2018, ZDHS)	50% 40% rural 60% urban (8NDP)	ZDHS/DNRPC Annual Reports (2018 ZDHS)	Ministry of Home Affairs and Internal Security Department of National Registration, Passport and Citizenship (DNRPC), ZAMSTATs, Ministry of Health, e-Government Division (Smart Zambia)	UNICEF, UNFPA, UNHCR, UNDP, IOM, WHO
	3.6. Reported cases of denial or limits to the rights to freedom of opinion, expression, assembly and association that have been acted on and/or remedied	6 (2018, HRC)	8	HRC/Special Procedures	MoJ, MoHAIS, MoFA, ZPS HRC, CSOs	OHCHR, UNDP, UNESCO



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
Output 3.1. Institutions and systems for legal identity, peace, justice, and essential social services at central and decentralised levels have the required policy/legal frameworks and capacities to accountably & transparently deliver effectively, efficiently, and inclusively on their mandates, especially for the most vulnerable and marginalised including in crises	3.1.1. Proportion of population issued with biometric national registration cards (SDG 16)	0 0 rural 0 urban (2019, 8NDP)	80% 40% rural 60% urban (8NDP) ²⁵	DNRPC INRIS records	MoHAIS, ECZ CSOs	UNDP, UNICEF, UNHCR
	3.1.2. Number of new digital transformation strategies and policies developed to enhance digital transformation in public service delivery (decentralized systems)	1 (INRIS) (e-Government Division)	5 (e-Government Division)	e-Government Division reports	e-Government Division, MoLGRD, MoHAIS	UNDP, UNCDF, UNICEF, UNFPA, IOM, ILO
	3.1.3. Number of multi-stakeholder systems or mechanisms institutionalized to promote peace and democratic processes • Coverage • Legal framework • Budget allocation/resources • Capacity (staff)	3 (2021, iVerify, Early Warning and Early Response System Against Political Violence, Coalition for Peaceful and Credible Elections)	3 fully institutionalized systems	UN reports, MoJ and HRC reports, civil society	MoHAIS, ECZ, judiciary, MoJ HRC, CSOs, FBOs	UNDP, OHCHR, UNHCR, WHO
	3.1.4. Percentage of health facilities with interoperability between the health sector and civil registration system to facilitate birth registration	0.06% (2021, DNRPC)	42.8% (1,500 out of 3,500 Smartcare facilities)(DNRPC)	DNRPC annual reports, Ministry of Health reports	MoHAIS, Ministry of Health, ZamStats, e-Government Division (Smart Zambia)	UNICEF, UNDP, UNHCR, WHO, UNFPA, ITC
	3.1.5. Number of policies, legal frameworks and strategies supported to enhance accountability and transparency at central and decentralized levels	0 (2021, UNCAC Country Review, MoJ)	4 (8NDP, consolidated)	Government, UNCAC Country Review Report	ACC, law enforcement agencies CSOs	UNDP, UNICEF, UNODC
	3.1.6. Number of data systems strengthened to enhance integrated data collection and analysis on good governance	2021 (1) interoperability between health sector and civil registration	(2) Integrated national IMS, Case management system	Government reports	e-Government Division, Ministry of Health, MoHAIS, Ministry of Education, MIM	UNDP, UNFPA, UNICEF, IOM, UNESCO, ILO
	3.1.7. Increased efforts by state institutions in implementing UNCAC	25% implementation of UNCAC recommendations	60% implementation of UNCAC recommendations	UNCAC Country Review Report	ACC, law enforcement agencies CSOs	UNODC, UNDP
	3.1.8. Adoption and implementation of constitutional, statutory and/ or policy guarantees on transnational organized crime (SDG 16.10.2)	0 (Baseline: 2022–2024)	2 (2022–2024)	Government information	ACC, law enforcement agencies CSOs	UNODC, UNDP

²⁵ Data to be disaggregated by sex and geographical coverage as national identity system is rolled out.



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
Output 3.2. More people, including marginalised and vulnerable groups, are empowered to access information and claim their rights, seek protection and remedies from the State and participate in democratic processes	3.2.1. Number of citizens participating in democratic processes (composite dimensions) <ul style="list-style-type: none"> • Number of eligible voters registered by province, sex, age, disability • Voter turnout in general elections 	National registered voters: 7,002,499 3,739,971 women 3,792,689 youth 14,963 persons in lawful custody 14,262 PwD Turnout: 70.6% (2021) (2021, ECZ)	Target (2026): National registered voters: 7,069,830 Women: 3,660,580 Youth: 3,888,407 Persons in lawful custody: 15,059 PwD: 21,210 Turnout: 72% (ECZ)	ECZ	ECZ, MoJ, parliament, Cooperating partners, CSOs	UNDP, UNODC
	3.2.2. Number of CSOs and youth volunteer associations engaged to promote peace and strengthen citizen participation in democratic processes and human rights	25 (2020, UN agency reports)	10 per year (UN agency reports)	ECZ, HRC, Medium Network for Child's Rights	MoJ, parliament, ECZ Medium Network for Child's Rights, CSOs	UNDP, OHCHR, UNICEF
	3.2.3. Number of legal reforms, policies, mechanisms and strategies developed to enable people to claim their rights, redress and remedy	0 (2022, 8NDP)	3 (access to information, POA) (8NDP)	ECZ, MIM, MoJ	ECZ, MoJ, parliament HRC, CSOs	UNDP, UNICEF, OHCHR
	3.2.4. Number of refugees, asylum-seekers, former refugees and immediate Zambian hosts included in social protection floors/ systems or receiving in-kind assistance from government and partners (SDG 1.3.1)	0	30,000	Social protection administrative data	MCDSS, MoHAIS Office of the Commissioner for Refugees	UNHCR, UNICEF, WFP



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies	
Output 3.3. More people and the State have capacities to jointly take measures to end discrimination and exclusion, resist negative social norms and practices, and end violence against women and children, including in humanitarian settings	3.3.1. Proportion of violence and discrimination against women, children, marginalized and vulnerable populations (SDG 16.1.3 modified) <ul style="list-style-type: none"> Percentage of women and men (15–49) who consider a husband to be justified in hitting or beating his wife in past 12 months Percentage of ever-married women (15–49) who have ever experienced emotional, physical or sexual violence committed by their current or most recent husband/partner in past 12 months Number of victims of violence reporting their victimization or abuse to competent authorities or other officially recognized conflict resolution mechanism (SDG 16.3.1 modified) Proportion of population reporting having personally felt discriminated against or harassed on the basis of discrimination prohibited under international human rights law (SDG 10.3.1) 	Women: 46%; Men: 26% (2018) Source: ZDHS 2022 36% of women (2018) Source: ZDHS 2022 1,169 (2018) Source: Human Rights Commission State of Human Rights Males 60%; Women 40% (2012) Source: HIV Stigma Index	40% women, 20% men 29% (2018) 10% reduction	ZDHS 2018 ZDHS 2018 HRC State of Human Rights Report HIV Stigma index	MCDSS, Gender Division, MoHAIS, ZPS, NPA, judiciary, Ministry of Health, Ministry of Education, NZP+, NAC, Ministry of Health HRC, CSOs	UNFPA, UNESCO, UNICEF, UNAIDS, ILO, UNDP, IOM, UNHCR, UNESCO, UNAIDS, OHCHR, UNODC	
	3.3.2. Number of legal reforms, policies and strategies/guidelines developed to both address negative social norms and harmful practices and promote gender equality, women and youth empowerment	0 (2021, MoJ, ZPS, Gender Division)	6 (MoJ, ZPS, Gender Division)			Office of the President Gender Division, MoJ, MoHAIS, ZPS, judiciary, parliament	UNDP, UNICEF, UNFPA, IOM, UNODC, UNESCO, ILO
	3.3.3. Proportion of targeted refugees, asylum-seekers and migrants who are provided with basic assistance and feel safe walking alone around the area they live (SDG 16.1.4)	85% (2020)	100%		MoHAIS Commissioner for Refugees annual reports	MoHAIS Commissioner for Refugees, MCDSS CSOs, HRC	UNHCR, IOM, WFP



Results	Performance indicator	Baseline	5-year target	Data source/ MoV	Key partners	Reporting UN agencies
	3.3.4. Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation (SDG 16.2.2)	350 (2021, Annual Trafficking in Persons Report)	150 per year	Government data, Annual Trafficking in Persons Report	MoHAIS, Cooperating partners, CSOs	IOM, UNODC, UNICEF, UNHCR
	3.3.5. Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse through humanitarian and development personnel, implementing partners and vendors who provide assistance to affected populations	1,427,306 (2021, UN agency reports)	1,500,000 per year	UN and government reports	MCDSS, Ministry of Health, Ministry of Education NGO partners	UNICEF, UNFPA, UNDP, ILO, IOM, WHO
Output 3.4. State institutions have enhanced capacities to domesticate, deliver on and, together with non-state actors, track progress, hold institutions and individuals to account, facilitate remedies for violations, and report on Zambia's domestic regional and international commitments	3.4.1. Number of legal frameworks in place to promote, enforce and monitor equality and non-discrimination in line with international standards (SDG 5.1.1 modified)	0 (2021)	8 non-domesticated core international human rights treaties Constitutional reform process 4 legal reforms (POA, CSCCL, NGO Bill, Access to Information)	Government data, UN agencies, HRC, NGO data ZLDC	MoJ, ZLDC HRC, CSOs	OHCHR
	3.4.2. Number of national institutions and actions supported to protect, promote and monitor human rights including for women, youth, PwD and other marginalized vulnerable populations	1 (2021, HRC, UN reports)	5	Government data and UN information NHRC NGO data	HRC, MoJ, Gender Division, ZPS, MoHAIS, Ministry of Education, CSOs	OHCHR, UNDP, UNICEF, UNFPA, IOM, ILO, UNHCR, UNESCO
	3.4.3. Number of actions to increase engagement with international human rights mechanisms	7 treaty body reports 1 UPR report 3 Special Procedures visit requests 3 Special Procedures communications	0 reports outstanding 1 Special Procedures visit request accepted 3 communications	MoJ reports, UN/ OHCHR information and reports	MoJ, MoFA, Ministry of Education Cooperating partners, HRC, CSOs	OHCHR, UNDP, UNICEF, UNFPA, IOM, ILO, UNHCR, UNESCO

5.4 Results Matrix – PLANET

National development priorities for Pillar 4 – Environmental Sustainability	Regional frameworks	Sustainable Development Goals and Targets
<p>Developmental outcomes</p> <ol style="list-style-type: none"> Enhanced mitigation and resilience to climate change Sustainable management of natural resources Improved environmental management 	<p>Africa Agenda 2063</p> <p>Goal 4. Transformed economies</p> <p>Goal 7. Environmentally sustainable and climate-resilient economies and communities</p>	<p>SDG 7. Affordable and Clean Energy: Targets 1, 2</p> <p>SDG 12. Responsible Consumption and Production: Targets 4, 5, 6, 8</p> <p>SDG 13. Climate Action: Targets 1, 2, 3, 13B</p>

Results	Performance indicator	Baseline	5-year target	Data source/MoV	Key partners	Reporting UN agencies
<p>Outcome 4. By 2027, ecosystems are healthier, and more people, including the marginalized and vulnerable groups, are more resilient and contribute to and benefit from the sustainable management and use of natural resources and environmental services, and more effective responses to climate change, shocks and stresses</p>	<p>4.1. Greenhouse gas net emission levels</p>	-16,815 Gg CO2 eq. (2010, 8NDP draft)	25,147.2 Gg CO2 eq.	MoGEE reports	MoGEE, Ministry of Energy, ZEMA Cooperating partners, CSOs	UNDP, FAO, UNEP
	<p>4.2. Proportion of renewable energy in total energy mix</p>	4.5% (2019, VNR)	9%	REA reports	MoLNR, MoFNP, Ministry of Energy, MoGEE, MoWDS, DMMU ZRA, ZEMA Cooperating Partners: USAID, EU, WB, bilateral donors, CSOs, academia (UNZA, Mulungushi University, Copperbelt University)	UNDP, FAO, UN-Habitat, UNEP, UNCDF, UNIDO, ILO
	<p>4.3. Level of resilience to climate change impact attained for both human and biophysical systems, with resilience defined to include:</p> <ul style="list-style-type: none"> - access to early warning system - access to climate information services - capacities for preparedness, response and recovery 	<p>Medium (2019, VNR)</p> <ul style="list-style-type: none"> • 83% of households with early warning information • % of households with access to climate information services • % of districts with capacities for preparedness, response and recovery (currently no data exists but this is an area where the UN System can support government to improve monitoring and data collection) 	<p>High</p> <ul style="list-style-type: none"> • >80% of households with early warning information • >80% of households with access to climate information services • >80% of districts with capacities for preparedness, response and recovery 	DMMU reports	Ministry of Agriculture, MoLNR, MoLGRD, DMMU, Ministry of Education, MoTS	UNDP, FAO, WFP, IOM, UN-Habitat, UNICEF, WHO, WMO



Results	Performance indicator	Baseline	5-year target	Data source/MoV	Key partners	Reporting UN agencies
Output 4.1. Strengthened laws, policies and programmes for the sustainable management of natural resources, effective responses to climate change and access to inclusive environmentally friendly basic services and infrastructure are designed, implemented and monitored at national and sub-national levels	4.1.1. Proportion of population with access to electricity (SDG 7.1.1)	27.9% 70.6% urban 8.1% rural (2020, VNR)	75% urban 11% rural	Ministry of Energy and REA reports; UN and other international agency reports	MoLNR, MoFNP MoGEE MoLGRD DMMU, Ministry of Energy, MoIHUD, ZRA, ZEMA Cooperating partners, CSOs, academia (UNZA Mulungushi University, Copperbelt University)	UNDP, UN-Habitat, UNODC, UNCDF, WHO
	4.1.2. Existence of climate change legislation	No (2021, 8NDP draft)	Yes	National Assembly documents and government gazette	MoLNR, MoGEE MoLGRD Ministry of Agriculture, MoWDS, MoFL, DMMU, ZEMA Cooperating partners, CSOs	UNDP, UNEP, UN-Habitat, FAO, UNICEF, UNCDF, WHO, WMO
	4.1.3. Proportion of approved district integrated development plans mainstreaming mitigation, adaptation to climate change and disaster risk reduction	7.8% (2021, 8NDP draft)	50%	Approved district plans	MoLNR, MoFNP, MoGEE, MoLGRD Cooperating partners, CSOs	UNDP, WHO, FAO, WFP, IOM, UN-Habitat
	4.1.4. Number of community-based organizations for natural resource management established and functional with enhanced capacity	12 (2021, 8NDP draft)	32	MoLNR reports/8NDP Annual Report	MoLNR, MoGEE, Ministry of Tourism Cooperating partners (AfDB), CSOs	UNDP, FAO, IFAD, WHO
	4.1.5. Number of oversight state and non-state institutions with strengthened capacities in environmental protection, pollution control monitoring and supervision of environmental management plans for effective restoration, rehabilitation and sound management of environmental impacts from mining, agriculture, manufacturing and other industrial activities	1 (2021)	5	ZEMA State of Environment reports	MoGEE, MoLNR, MoLGRD, MoMMD, ZEMA	UNDP, UNEP, UNIDO, OHCHR, WHO
	4.1.6. Number of programmes for environmental protection, monitoring and reporting at national and sub-national level supported	0 (2021)	5	10 local authorities, ZEMA reports	ZEMA, MoGEE, MoLNR, MoLGRD, MoMMD, Ministry of Education, MoTS	UNDP, UNEP, UNIDO, WHO, WMO



Results	Performance indicator	Baseline	5-year target	Data source/MoV	Key partners	Reporting UN agencies
Output 4.2. People in Zambia, particularly the marginalized, including the most vulnerable groups, have improved knowledge and capacities to demand, adopt and implement environmentally friendly, gender-responsive and climate-smart sustainable natural resource management practices, and utilize basic services and infrastructure	4.2.1. Number of small-scale farmers implementing climate-smart agriculture	154,000 (2021, Ministry of Agriculture report)	378,000 men 567,000 women	Ministry of Agriculture reports	Ministry of Agriculture, MoFL, ZamStats, ZMD Cooperating partners, CSOs	UNDP, UNCDF, FAO, WFP, IFAD, WMO
	4.2.2. Number of programmes supported to raise awareness on sustainable development, natural resource management, climate change and green economy	4 (8NDP)	20	MoGEE reports	MoGEE, MoFNP, Ministry of Agriculture, Ministry of Education, MoTS Cooperating partners, CSOs	UNDP, UNCDF, FAO, WFP, UN-Habitat, WHO, UNEP, WMO
Output 4.3. State and non-state institutions and communities have capacities to translate international commitments into national and sub-national laws, policies, programmes and financial instruments (including budgets), and monitor and report on progress of implementation at all levels	4.3.1. Number of integrated policies/strategies/plans that enhance climate change mitigation and adaptation:- National Climate Change Act -Green Growth Strategy -NDC Implementation and Investment Plan -National Adaptation Plan (SDG 13.2.1 modified)	0 (2021)	4	VNR, policy documents issued, 8NDP Annual Report	MoGEE, MoFNP, Ministry of Education, MoTS Cooperating partners, CSOs	UNDP, FAO, WFP, UN-Habitat, IFAD, WHO, WMO
	4.3.2. Existence of a functional, integrated national environmental tracking and monitoring system	No (2021, 8NDP draft)	Yes	MoGEE reports	MoGEE Cooperating partners, CSOs	UNDP, UNCDF, WHO
Output 4.4. State and non-state institutions and people in Zambia including the most vulnerable and marginalized groups have strengthened resilience and improved capacities to anticipate, respond to and recover better from crises including climate-related shocks, epidemics and natural disasters	4.4.1. % of districts that adopt and implement disaster risk reduction strategies in line with the national strategy	30% (2021, 8NDP draft)	50%	DMMU reports	MoLGRD, DMMU Cooperating partners, CSOs	UNDP, FAO, WFP, UN-Habitat, UNICEF, IOM, UNOPS, WHO, WMO
	4.4.2. Number of provinces that have a multi-hazard monitoring and forecasting system that provides disease surveillance and weather forecasts including on floods, dry spell, heat waves, etc.	1 (2021, 8NDP draft)	10	DMMU reports	MoLGRD, DMMU Cooperating partners, CSOs	UNDP, FAO, WFP, UN-Habitat, UNFPA, IOM, WHO, WMO

5.5 Commitments of the Government

The government will support the UN's efforts to raise the funds required to meet the needs of this UNSDCF. It will cooperate with the UN System in various ways, including by encouraging potential donors to make available to the UN agencies the funds needed to implement unfunded components of the programme; endorsing the UN System's efforts to raise funds for the programme from other sources, including the private sector both internationally and in Zambia; and permitting tax exemptions for programme-related contributions from individuals, corporations and foundations in Zambia to the maximum extent permissible under applicable law. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country but not higher than those applicable to the UN System.

The government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the Legal Annex. Without prejudice to these agreements, the government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 (the "Specialized Agencies Convention") to the agencies' property, funds and assets and to their officials and experts on mission. The government shall also accord to the agencies and their officials and to other persons performing services on behalf of the agencies the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the agencies and the government. In addition, it is understood that all United Nations volunteers shall be assimilated to officials of the agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention.

The government will be responsible for dealing with any claims, which may be brought by third parties against any of the agencies and their officials, experts on mission or other persons performing services on their behalf and shall not hold them liable in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements. No exception will be made for any claims and liabilities resulting from operations under the cooperation and assistance agreements, unless mutually agreed by the government and a particular agency that such claims and liabilities arose from gross negligence or misconduct of that agency, or its officials, advisors or persons performing services. Without prejudice to the generality of the foregoing, the government shall insure or indemnify the agencies from civil liability under the law of the country in respect of vehicles provided by the agencies but under the control of or use by the government.

- (a) Nothing in this agreement shall imply a waiver by the UN or any of its agencies or organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising from this agreement.
- (b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the UN and its subsidiary organs, including the World Food Programme, whether under the General Convention or the Specialized Agencies Convention, as applicable, and no provisions of this document or any institutional contract or any undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.



A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan, will be used by implementing partners to request the release of funds, or to secure the agreement that the funds will be reimbursed or paid directly, for planned expenditure. The implementing partners will use the FACE to report on the utilization of cash received. The implementing partner shall identify the designated official(s) authorized to provide the account details and to request and certify the use of cash. The FACE will be certified by the designated official(s) of the implementing partner. Cash transfers to implementing partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans only.

Cash received by the government and national non-governmental organization (NGO) implementing partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (and ensuring that reports on the utilization of all received cash are submitted within six months after receipt of the funds). The government will be committed to addressing the comments from supervisory bodies that are published in the annual reports of the Committee of Experts on the Application of Conventions and Recommendations (CEACR) and the Conference Committees on the Application of Standards (CAS). This will be achieved through joint work plans, including through outcomes, outputs or interventions of the UNSDCF that address a specific issue raised in a comment from the supervisory bodies. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN System agency financial and other related rules and agency regulations, policies and procedures will apply. In the case of international NGO/civil society organization (CSO) and inter-governmental organization (IGO) implementing partners, cash received shall be used in accordance with

international standards, in particular ensuring that cash is expended for activities as agreed in the work plans and that reports on the full utilization of all received cash are submitted within six months of receipt of the funds. To facilitate scheduled and special audits, each implementing partner receiving cash will provide the UN System agency or its representative with timely access to:

- all financial records that establish the transactional record of the cash transfers provided by UN agencies, together with relevant documentation,
- all relevant documentation and personnel associated with the functioning of the implementing partner's internal control structure through which the cash transfers have transited,
- the findings of each audit, which will be reported to the implementing partner and UN organization.

Each implementing partner will furthermore:

- receive and review the audit report issued by the auditors,
- provide a timely statement of the acceptance or rejection of any audit recommendation to the UN organization that provided cash and to the state audit institution (SAI), where a SAI has been identified to conduct the audits to enable inclusion of these statements in their final audit report before submitting to the UN organization,
- undertake timely actions to address the accepted audit recommendations.
- report on the actions taken to implement accepted recommendations to the UN System agencies and to the SAI, where the SAI has been identified to conduct the audits, on a quarterly basis or as mutually agreed.

5.6 Legal Annex

1. Whereas the Government of Zambia (“the Government”) has entered into the agreements listed below with the United Nations, including its funds, programmes and other subsidiary organs, and other organizations of the UN System (“UN System Organizations”), which are applicable to their programme activities in Zambia (“the UN Agreements”) under the UN Sustainable Development Cooperation Framework (“the Cooperation Framework”);

2. Whereas the UN Agreements, together with the Convention on the Privileges and Immunities of the UN of 13 February 1946 (“the General Convention”) and/or the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 (“the Specialized Agencies Convention”) as applicable, form the primary existing legal basis for the relationship between the Government and each UN System Organization for supporting the country to deliver on the Cooperation Framework, and are non-exhaustive and without prejudice to any other legal instruments the Government may enter into, including additional agreements with UN System Organizations for the purpose of their activities in the country:

- a) **With the United Nations Development Programme (UNDP)**, a basic agreement to govern UNDP’s assistance to the country, which was signed by the Government and UNDP (the Standard Basic Assistance Agreement, or SBAA) on 14 October 1983. This Cooperation Framework, together with a joint Results Group Work Plan specifying UNDP programme activities further to this Cooperation Framework (which shall form part of this Cooperation Framework and is incorporated herein by reference), constitute together a “project document” as referred to in the SBAA. The implementing partner and UNDP will sign a project agreement containing the specific arrangements for each project further to the relevant project document.
- b) **With the United Nations Children’s Fund (UNICEF)**, a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 1 September 1994.
- c) **With the Office of the United Nations High Commissioner for Refugees (UNHCR)**, in the absence of a bilateral Host Country Agreement between UNHCR and the Government of Zambia, UNHCR relies on 1946 Convention on the Privileges and Immunities of the United Nations to discharge its mandated responsibilities.
- d) **With the World Food Programme (WFP)**, a Basic Agreement between the Government and WFP, signed on 21 May 2020.
- e) **With the United Nations Population Fund (UNFPA)**, an agreement by means of an exchange of letters of 10 September 1996 and 17 May 2002, pursuant to which the SBAA concluded on 14 October 1983 between UNDP and the Government shall mutatis mutandis apply to the activities and personnel of UNFPA in Zambia.
- f) **With the International Labour Organization (ILO)**, the Agreement Concerning the Establishment of an Office of the Organization in Lusaka, concluded between the Government and ILO on 20 December 1967.
- g) **With the United Nations Industrial Development Organization (UNIDO)**, General Conference Decision GC.1/Dec.40, adopted on 12 December 1985, and Director-General’s Bulletin UNIDO/DG/B.18/REV.1, dated 15 May 1992, by means of which the provisions of the SBAA between UNDP and the Government, signed and entered into force on 14 October 1983, shall apply, mutatis mutandis, to all UNIDO projects and programme documents in Zambia.
- h) **With the Food and Agriculture Organization of the United Nations (FAO)**, an Agreement for the establishment of the FAO Representation in Zambia concluded between the Government and FAO on 19 September 1978.



- i) **With the World Health Organization (WHO)**, a Basic Agreement for the Provision of Technical Advisory Assistance signed by the Government and WHO on 6 January 1965.
- j) **With the International Organization for Migration (IOM)**, a Cooperation Agreement between the Government and IOM concluded on 21 September 2010.
- k) **With the United Nations Economic Commission for Africa (UNECA)**, a hosting agreement to govern UNECA's establishment in Zambia, signed by the Government and UNECA on 1 November 1977.
- l) **With the International Fund for Agricultural Development (IFAD)**, a Headquarters Agreement between the Government and IFAD on the Establishment of IFAD's Country Office, signed on 23 July 2010.
- m) **With the Joint United Nations Programme on HIV/AIDS (UNAIDS)**, a Standard Basic Cooperation Agreement between the Government and UNAIDS, signed on 5 April 2018.
- n) **With the United Nations Capital Development Fund (UNCDF)**, a Basic Cooperation Agreement (BCA) concluded between the Government, through the Ministry of Finance Zambia, and UNCDF was signed on 03rd March 2021, specifying UNCDF support and programme activities to further economic empowerment for women and youth through Digital Financial Services (DFS).
- o) **With the United Nations Educational, Scientific and Cultural Organization (UNESCO)**, a bilateral agreement between the Government and UNESCO, signed on 11 September 1981.

3. With respect to all UN System Organizations:

Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions, decisions, rules and procedures of each UN System Organization.

4. Without prejudice to the above, the Government shall:

- (i) apply to each UN System Organization and its property, funds, assets, officials and experts on mission the provisions of the General Convention and/or the Specialized Agencies Convention; and

- (ii) accord to each UN System Organization, its officials and other persons performing services on behalf of that UN System Organization, the privileges, immunities and facilities set out in the UN Agreement applicable to such UN System Organization.

5. United Nations Volunteers performing services on behalf of a UN System Organization shall be entitled to the privileges and immunities accorded to officials of such UN System Organization.

6. Any privileges, immunities and facilities granted to a UN System Organization under the Cooperation Framework shall be no less favourable than those granted by the Government to any other UN System Organization signatory of the Cooperation Framework.

7. Without prejudice to the UN Agreements, the Government shall be responsible for dealing with any claims which may be brought by third parties against any of the UN System Organizations and their officials, experts on mission or other persons performing services on their behalf, and shall hold them harmless in respect of any claims and liabilities resulting from operations under the Cooperation Framework, except where it is mutually agreed by the Government and the relevant UN System Organization(s) that such claims and liabilities arise from gross negligence or misconduct of that UN System Organization, or its officials or persons performing services.

8. Nothing in or relating to this Cooperation Framework shall be deemed:

- (i) a waiver, express or implied, of the privileges and immunities of any UN System Organization; or
- (ii) the acceptance by any UN System Organization of the jurisdiction of the courts of any country over disputes arising from this Cooperation Framework,

whether under the General Convention or the Specialized Agencies Convention, the UN Agreements or otherwise, and no provisions of this Cooperation Framework shall be interpreted or applied in a manner, or to an extent, that is inconsistent with such privileges and immunities.

Acronyms and Abbreviations

7NDP	Seventh National Development Plan	DRC	Democratic Republic of Congo
8NDP	Eighth National Development Plan	EAC	East African Community
ACC	Anti-Corruption Commission	ECD	Early Childhood Development
AfCFTA	African Continental Free Trade Area	ECE	Early Childhood Education
AfDB	African Development Bank	ECZ	Electoral Commission of Zambia
AIDS	Acquired Immune Deficiency syndrome	EU	European Union
BOS	Business Operations Strategy	FACE	Fund Authorisation and Certificate of Expenditures
BoZ	Bank of Zambia	FAO	Food and Agriculture Organization
CAS	Conference Committees on the Application of Standards	FBO	Faith-Based Organization
CAT	Convention Against Torture	FDI	Foreign Direct Investment
CCA	Common Country Analysis	GCR	Global Compact Report
CEACR	Committee of Experts on the Application of Conventions and Recommendations	GDP	Gross Domestic Product
CED	Convention on Enforced Disappearances	GII	Gender Inequality Index
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	HIV	Human Immunodeficiency Virus
CO2	Carbon Dioxide	HRC	Human Rights Commission
COMESA	Common Market for Eastern and Southern Africa	ICCPR	International Covenant on Civil and Political Rights
COVID-19	Coronavirus Disease 2019	ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
CRC	Convention on the Rights of the Child	ICESCR	International Covenant on Economic, Social and Cultural Rights
CRPD	Convention on the Rights of Persons with Disabilities	IDPs	Internally Displaced People
CSO	Civil Society Organization	IFAD	International Fund for Agricultural Development
DMMU	Disaster Management and Mitigation Unit	IFI	International Finance Institution
DNRPC	Department of National Registration, Passports and Citizenship	IGO	Inter-Governmental Organization
		ILO	International Labour Organization
		IMF	International Monetary Fund
		INFF	Integrated National Financing Framework
		INRIS	Integrated National Registration Information System



IOM	International Organization for Migration
IP	Implementation Plan
IPU	Inter-Parliamentary Union
JMP	Joint Monitoring Programme for WASH
JSC	Zambia/UN Joint Steering Committee
JWP	Joint Work Plan
LCMS	Living Conditions Monitoring Survey
LFS	Labour Force Survey
LGBTQI+	Lesbian, Gay, Bisexual, Trans, Queer, Intersex and Others
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MCDSS	Ministry of Community Development and Social Services
MDAs	Ministries, Departments and Agencies
MEL	Monitoring, Evaluation and Learning
MIM	Ministry of Information and Media
MMR	Maternal Mortality Ratio
MoCTI	Ministry of Commerce, Trade and Industry
MoFA	Ministry of Foreign Affairs
MoFL	Ministry of Fisheries and Livestock
MoFNP	Ministry of Finance and National Planning
MoGEE	Ministry of Green Economy and Environment
MoHAIS	Ministry of Home Affairs and Internal Security
MoIHUD	Ministry of Infrastructure, Housing and Urban Development
MoJ	Ministry of Justice
MoLGRD	Ministry of Local Government and Rural Development

MoLNR	Ministry of Land and Natural Resources
MoLSS	Ministry of Labour and Social Security
MoMMD	Ministry of Mines and Mineral Development
MoTS	Ministry of Technology and Science
MoV	Means of Verification
MoWDS	Ministry of Water Development and Sanitation
MSMEs	Micro, Small and Medium Enterprises
MYSAs	Ministry of Youth, Sport and Arts
NAC	National AIDS Council
NCD	Non-Communicable Disease
NDC	Nationally Determined Contribution
NDP	National Development Plan
NGO	Non-Governmental Organization
NPA	National Prosecution Authority
NZP+	Network of Zambian People Living with HIV
ODA	Official Development Assistance
OHCHR	Office of the High Commissioner for Human Rights
OMT	Operations Management Team
PMT	Programme Management Team
POA	Public Order Act
PoC	Person of Concern
PwD	Person with Disability
RC	Resident Coordinator
REA	Rural Electrification Authority
RG	Results Group
SADC	Southern African Development Community
SAI	State Audit Institution

SDG	Sustainable Development Goal	UNSDCF	United Nations Sustainable Development Cooperation Framework
Sida	Swedish Agency for International Development Cooperation	UNSDPF	United Nations Sustainable Development Partnership Framework
SMEs	Small and Medium Enterprises	UNSG	United Nations Secretary-General
TG	Theme Group	UNV	United Nations Volunteers
ToC	Theory of Change	UNZA	University of Zambia
ToRs	Terms of Reference	UPR	Universal Periodic Review
U5MR	Under-5 Mortality Rate	USAID	United States Agency for International Development
UN	United Nations	VNR	Voluntary National Review
UNAIDS	Joint United Nations Programme on HIV and AIDS	WASH	Water, Sanitation and Hygiene
UNCAC	United Nations Convention Against Corruption	WB	World Bank
UNCDF	United Nations Capital Development Fund	WFP	World Food Programme
UNCT	United Nations Country Team	WHO	World Health Organization
UNDP	United Nations Development Programme	ZamStats	Zambia Statistics Agency
UNECA	United Nations Economic Commission for Africa	ZDHS	Zambia Demographic and Health Survey
UNEG	United Nations Evaluation Group	ZEMA	Zambia Environmental Management Agency
UNEP	United Nations Environment Programme	ZFE	Zambia Federation of Employers
UNESCO	United Nations Educational, Scientific and Cultural Organization	ZICTA	Zambia Information and Communications Technology Authority
UNFPA	United Nations Population Fund	ZIPAR	Zambia Institute for Policy and Research
UN-Habitat	United Nations Human Settlements Programme	ZLDC	Zambia Law Development Commission
UNHCR	United Nations High Commissioner for Refugees	ZMD	Zambia Meteorological Department
UNICEF	United Nations Children's Fund	ZISPIS	Zambia Integrated Social Protection Information System
UNIDO	United Nations Industrial Development Organization	ZPS	Zambia Police Service
UNODC	United Nations Office on Drugs and Crime	ZRA	Zambezi River Authority



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