Zambia Climate Change Network

STRATEGIC PLAN

2019-2023

Approved by ZCCN Board

Date: ……………………

1. ACKNOWLEDGEMENTS

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2. ABBREVIATIONS

COMESA	Common Market for Eastern and Southern Africa
MTENR	Ministry of Tourism, Environment and Natural Resources
CCFU	Climate Change Facilitation Unit
AU	African Union
SADC	Southern African Development Community
PPCR	Pilot Programme for Climate Change Awareness
CSO	Civil Society Organizations
OCA	Organization Capacity Assessment
PACJA	Pan African Climate Justice Alliance
AGM	Annual General Meeting
NGO	Non-Governmental Organization
INGOs	International Non-Governmental Organizations
FBOs	Faith Based Organizations
CBOs	Community Based Organizations
TWGs	Thematic Working Groups
MMD	Movement for Multiparty Democracy
PF	Patriotic Front
GDP	Gross Domestic Product
GHG	Green House Gases
UNFCCC	United Nations Framework Convention on Climate Change
REDD+	Reducing Emissions from forest Degradation, Deforestation and Conservation
NAPA	National Adaptation Programme of Action

NCCRS   National Climate Change Response Strategy

7NDP   Seventh National Development Plan

ZCCN   Zambia Climate Change Network

SDG   Sustainable Development Goals

ZCBNRMF   Zambia Community Based Natural Resources Managemnt Forum

WWF   World Wide Fund for Nature

3. EXECUTIVE SUMMARY

4. INTRODUCTION

This strategic plan is intended to guide operations of the Zambia Climate Change Network (ZCCN) during the period 2019 to 2023. The plan takes into account current challenges relating

to the need for increased resilience to climate change in Zambia and enhanced national capacity to manage the impact of climate change has necessitated the development of this strategic plan. Due to the extent of the country's current and future vulnerability to climate change, adaptation has been identified as part of a "smart growth" strategy, rather than an alternative and for this reason; adaptation to climate change is a fundamental development priority for Zambia.

4.1 POLITICAL OVERVIEW

Zambia is a multi-party democracy were citizens are allowed to elect their representatives at local governance level (Councilors at Ward level & Mayor/ Council Chairperson at District level), Constituency level (Members of Parliament) and at the national level the President.

 Since gaining its independence from Britain in 1964 under the United National Independence Party (UNIP), the country has had peaceful change of governments twice after the reintroduction of multi-party democracy in 1991 and in 2011. During this period, the country has elected 5 Republican Presidents from two political parties namely the Movement for Multiparty Democracy (MMD) and the Patriotic Front (PF).

The country has been a beacon of political stability and peace in the region. As such, Zambia as a land locked country has been the sanctuary for refugees from other countries with political instability and violence over the past decades. Currently the country hosts refugees from Rwanda, Burundi, Angola, Zimbabwe and the Democratic Republic of Congo among others.

Zambia is implementing its Decentralization Policy of 2002 that allows citizens and civil society to participate in the governance of the country from the ward to the national level. We have noted in the past, an increasing level of political cadres' influence on decision making with the resulting unwillingness of technocrats to make decisions on professional basis but with reverence to political authority.

This tendency may have negative impact on the manner in which policy and programme implementation can be delivered to communities. For instance, people affected by climate related disasters can be overlooked in favor of less affected communities where politicians have interests. In such a scenario, ZCCN would have to ensure their programmes reach needy communities in an unbiased manner and that citizens effectively participate in decision making especially at ward and constituency levels through Constituency and Ward Development Committees in line with the National Decentralisation Policy.

4.2 ECONOMIC AND SOCIAL OVERVIEW

Zambia is a liberalized capitalist mixed private sector and government led free economy and is ranked among the lower middle income countries. The country's main economic and national development policy is the Vision 2030 that aims to make the country to be a prosperous middle income country.

Agriculture and mining are the key engines of economic activities and growth in Zambia. The Agriculture sector contributes approximately 20% of the Gross Domestic Product (GDP) and provides livelihoods for more than 70% of the population. According to the 2nd National Agriculture Policy, the sector absorbs about 67% of the labour force and remains the main

source of income and employment for both females and males. The agriculture sector is however more vulnerable to climate change due to its dependence on rain fed agriculture as the poor small scale farmers are the major producers and contributors to the national food basket.

Mining is the major foreign exchange earner of the country and contributes about 12% to GDP. The production of copper, cobalt, coal, manganese and gemstones are the main activities in the sector. This sector is not only one of the major contributors to deforestation but is also highly impacted by climate change. The sector is vulnerable to floods and power disruptions as the country depends on hydro power generation for electricity that is affected by droughts thereby causing operation shutdowns.

Over the past decade, the country has shown positive economic growth rates between 4% to 6% respectively. The growth is mainly attributed to high copper prices on the international market and bumper harvests in the agriculture sector during years of good rainfall.

Poverty in Zambia is high and is estimated to be above 60% of its more than 15 million population with nearly half (42.3%) being extremely poor whilst the country has experienced positive economic growth for over a decade, the impact of growth on poverty has been negligible. For example, according to the Living conditions Monitoring Survey of 2015, between 2006 and 2010 the country recorded a reduction of poverty levels of only 2.3 percent.

With some changes in the methods used to measure poverty applied for the 2015 survey, results show that Poverty fell from 60.5% in 2010 to 54.4% in 2015 and Extreme poverty affected 40.8% of Zambians. Rural poverty fell from 77.9% in 2010 to 76.6% in 2015 and urban poverty which was 27.5% in 2010 decreased to 12.4% in 2015. Therefore, poverty is predominantly a rural phenomenon. The level of income inequality estimated by the Gini Coefficient was also very high at 0.69 that is 0.60 for rural areas and 0.61 for urban areas respectively.

It is important to note that the rural poor depend on rain fed agriculture for their livelihood as small-scale farmers, on the other hand formal and informal (self) employment is the major source of livelihood in urban areas where unemployment is also high. The Living Conditions Survey also indicates that agricultural activity was the main economic activity engaged in by 58.5 percent of households (89.4% of households in rural areas and 17.9% in urban areas).

Climate change impacts pose a great risk to the realisation of Zambia's economic and development aspirations as enshrined in the Vision 2030. According to the national Policy on Climate Change of 2016, the country's social economic stresses and its low adaptive capacity shall result in an estimated loss to GDP of about US$ 5 billion over a period of 10-20 years. This is attributed to climate related impacts on agriculture productivity and its associated effects on poverty levels, the impact of potential energy crisis due to hydro powered electricity, treatment of climate related human health diseases such as malaria among others.

4.3 ENVIRONMENTAL

Climate change is one of Zambia's main challenges for sustainable development with deforestation and forest degradation being identified as the major contributors to greenhouse gas (GHG) emissions. It is estimated that the country losses about 79, 000 to 150,000 hectares (ILUA2 2016) of forest cover every year. The key drivers of deforestation are agriculture, mining, high dependence on wood fuel, bush fires, timber extraction as well as land and infrastructure development. Industrial and transport sector pollution also contribute to GHGs but at a smaller level in comparison to the above key drivers of deforestation and forest degradation.

It is estimated that GHGs emissions increased from 51.52 million tones of Carbon dioxide equivalent in 1994 to 54.72 million tones in 2002 representing a 6.2%. By sector, according to Zambia's the 2nd National Communication to the UNFCCC, the largest contributor of GHGs emissions are land use change and forestry that accounted for 73.7%, agriculture accounted for 18.9%, energy accounted for 4.8% with the least being industrial processes at 1.8% and waste at 0.8% respectively.

Zambia has embarked on multiple processes to enhance its understanding and improve delivery in the areas of both adaptation and mitigation actions including increasing public awareness on climate change by putting up the National Climate Change Policy including the ratification of the Paris Agreement on Climate Change. These efforts continue to build on various national commitments underpinned in various instruments such as the National Strategy to Reduce Deforestation and Forest Degradation Reducing Emissions from Forest Degradation Deforestation and conservation (REDD+), National Adaptation Programme of Action (NAPA), the National Climate Change Response Strategy (NCCRS) and the Seventh Nation Development Plan (7NDP) as well as specialized studies undertaken to inform planning and facilitate sharing of information on climate change.

It is appreciated that the efforts and roles of Civil Society have been clearly recognised as evidenced by the institutional arrangements proposed under the climate change response strategy. Consistent with these considerations ZCCN will attempt to provide a platform for Civil Society to enhance their participation in responding to climate change in Zambia in an expanding role.

The need to develop capacities at local level to take affirmative actions, document their indigenous knowledge and understanding as well as identify local strategies necessary to respond to climate change challenges has been recognized as important interventions for increasing local climate resilience to the effects and impacts of climate change. These considerations are important as they underscore the recognition that climate change will affect local communities in our part of the world in a much more adverse manner than those in the developed world in view of their low resilience capacities, high dependence on natural resources for livelihoods and consequent unsustainable land use practices.

This scenario has been compounded by the fact that climate change awareness among local communities has remained low and that climate change information is neither user friendly nor

well understood by the local communities. Consequently, communities have poor access to information and technologies.

4.4 GENDER AND DEVELOPMENT OVERVIEW

Certain development challenges pose particular risks to human wellbeing especially to disaster risk vulnerability in Zambia, key among these are the climate change, high poverty levels and gender inequity.

The Paris Agreement and the Sustainable Development Goals(SDG) to which Zambia is party to recognize the inter-linkages of gender and development in combating climate change and demands countries to take action. The Paris Agreement in this regard in its preamble states that, "when taking action to address climate change, respect, promote and consider their respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity."

The SDG no.5 combating climate change aims to promote mechanisms for raising capacity for effective climate change-related planning and management in the least developed countries also includes the need to focus on women, youth, local and marginalized communities.

Realising that climate change impacts differently on the different gender that is for males, females, youth, children the elderly and other vulnerable people in the community, the National Policy on Climate Change has put in place a specific objective no.8 that is aimed to engender climate change programmes and activities in order to enhance gender equality and equity in the implementation of the policy. The National Disaster Management Policy of 2015 also recognises this and affirms that, "Disaster effects are selective, affecting mostly women, children, the physically challenged and the elderly, hence specific consideration to these groups in disaster management shall be prominent at all levels".

Gender inequity and inequality has manifested itself in many forms in Zambia. For instance, the Living Conditions Survey of 2015 estimated a national average monthly household income of ZMW 1,801 that is ZMW 810 for households in rural areas and ZMW 3,152 for households in urban areas respectively. On average, male-headed households earned more than female-headed households' i.e. ZMW 1,928 for males compared to ZMW 1,378 for females respectively. Males form a significant portion of the labour force in the formal employment sector in Zambia compared to females with the exception of the agriculture sector.

Gender based sexual violence and abuse are increasingly being reported in the media with women and young girls mostly being the victims. In cases of climate related humanitarian disasters, there is therefore a greater need to ensure the protection of the most vulnerable to gender based violence and abuse.

5. OUR ORGANISATION

5.1 BACKGROUND AND PROFILE

5.1.1 BRIEF ORGANISATION HISTORY

The Zambia Climate Change Network (ZCCN) was initiated in 2008 by a cross section of interest groups and individuals who convened under the umbrella of the Zambia Community Based Natural Resource Management Forum (ZCBNRF) in support of its annual activities of 2008 through the World Wide Fund for Nature (WWF) Regional CBNRM Capacity Building Programme.

Though the Network started as a loose alliance, expansion in its representation and participation clearly revealed the need for a formal institutional arrangement to enhance Civil Society participation in contributing to Zambia's climate change response. The alliance gained momentum in July 2009 following a climate change mobilization and awareness workshop funded by the Common Market for Eastern and Southern Africa (COMESA) with support from the Climate Change Facilitation Unit (CCFU) of the Ministry of Tourism, Environment and Natural Resources (MTENR) as well as from WWF.

The Network currently associates with several organizations representing Civil Society, government agencies, intergovernmental institutions and faith based organizations, the private sector, academic and research institutions and interested individuals. This alliance culminated into formalization and registration of the ZCCN as a legal persona with the Registrar of Societies on 28th February 2011.

The need to have a common platform for Civil Society to offer better organisation and coordination for purposes of sharing information and meaningful engagement in climate change debate, discourse and practice continue to be the motivation for expansion of the Network.

5.1.2 MEMBERSHIP

The Network is a membership-based organisation, which is voluntary and non-partisan with full legal status. Membership is open to civil society organisations, faith based organisations, community based organisations, individuals, academic institutions and corporate bodies that subscribe to the ideals of the network.

5.1.3 ORGANISATION OBJECTIVES

Main Objective

To mobilize civil society organizations and individuals advancing similar agendas on climate change related issues in order to undertake affirmative action.

Specific Objectives

➢ Build capacity of communities and other stakeholders, necessary to adapt and mitigate the impacts of climate change in Zambia
➢ Lobby government and policy makers for climate-compliant development initiatives, for the implementation of laws that recognize climate change as a key driver to sustainable development

- ➢ Lobby cooperating partners, local and international stakeholders to take into account local climate concerns in the international instruments and development aid
- ➢ Contribute towards creating a supportive and enabling environment for comprehensive climate change advocacy in Zambia.
- ➢ Establish accurate documentation and research on climate change response measures in Zambia anchored on Network activities.
- ➢ Build capacity of the Network and stakeholders
- ➢ Ensure that Zambian negotiators promote a just and green development outcome in the UNFCCC negotiations
- ➢ Ensure equity, governance, and promotion of resource rights for local communities taking into consideration gender concerns
- ➢ Network and build alliances with organizations, individuals and other interest groups either directly or indirectly having similar objectives to that of the Network.
- ➢ Promote good governance in management of Zambian forests, wetlands and landscapes through capacity building and information exchange for the benefit of communities
- ➢ Participate in local, national, regional and international climate change discourse
- ➢ Promote awareness and education among communities on climate change and environment

5.1.4 ORGANOGRAM
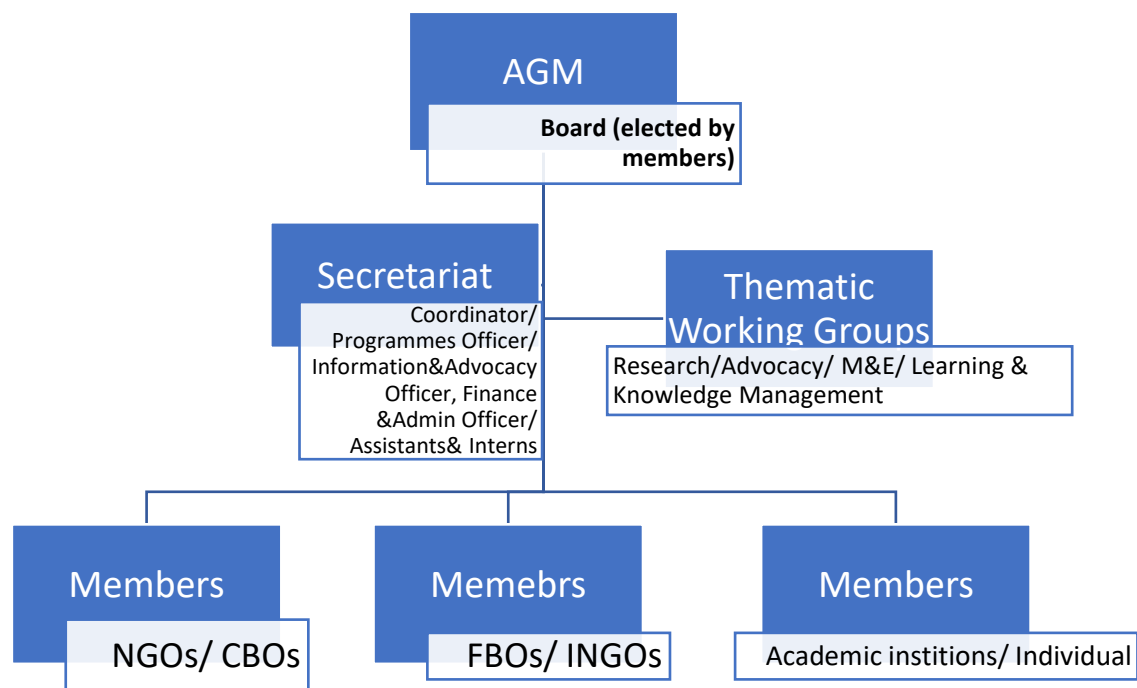
5.1.5 THE BOARD

The Board is the member delegated apex governance organ of the organisation that is elected at the Tri-Annual General Meeting. The functions of the Board are:

I.	Foster policy formulation guidance, budget preparation and oversight for the Network
II.	Provide policy direction to the Secretariat
III.	Provide liaison with Government on policy and strategic issues of climate change
IV.	Develop strategic alliances with other organization with similar goals with the Network
V.	Ensure quality preparation of budgets and expenditure statements
VI.	Participate in formulation of national development instruments
VII.	Participate in regional and development of international frameworks and conventions
VIII.	Facilitate resource mobilisation and partner engagements
IX.	May delegate functions to the secretariat and any bonafide as deemed necessary

5.1.6 PAST PROGRAMME AND PROJECT ACHIEVEMENTS

The ZCCN participates in the UNFCCC processes through its participation both as part of official Zambian delegation as well as part of the global Civil Society fraternity. This directly provides space for the Network to contribute to the global debate and effort necessary to combat the effects of global warming which is resulting into climate change. Through this engagement, ZCCN contributed to the development of Zambia's Nationally Determined Contributions that culminated in the finalization of the Paris Agreement on Climate Change.

The Network has identified itself as a member of the Pan African Climate Justice (PACJA) which epitomizes the African coalition of climate change response affirmative actions. The Network membership to PACJA provides an important and strategic continental alliance to meet the growing challenge of climate change.

At regional level the Network remains engaged with COMESA, the African Unions (AU) and the Southern African Development Community (SADC). In recent times links have been identified and forged with other climate change Networks in the region through joint actions and sharing of information and space for engagement. This commitment is envisaged to be sustained and enhanced through this strategic plan.

At national level the Network contributed to the development of environment and climate related policies that include, the National Climate Change Response Strategy, the National Climate Change Policy, NAPA, REDD+ and the National Forestry Policy.

The scope of the Network was extended to the awareness mandate under the Pilot Programme for Climate Change awareness (PPCR) program supported by the World Bank that was implemented by the Interim Climate Change Secretariat.

Following the participation in the development of the Zambia National Climate Change Policy, the Network continues to serve on the National Climate Change Technical Committee as a strategic linkage for the civil society.

5.2 SWOT ANALYSIS

The SWOT analysis presented herein was developed as part of the Organisational Assessment undertaken with participation of members. It highlights the main issues identified and the actions to be undertaken.

STRENGTHS	ACTIONS TO BE TAKEN
1. Diverse expertise, skills and experience among members 2. Membership with a critical grass-roots mass for voice and action on climate change issues 3. Strong governance structure in place 4. Established Secretariat	➢Undertake skills and expertise mapping ➢Continue engaging members in network activities ➢Ensure board members undertake their roles ➢Maintain staff and office equipment
WEAKNESSES	
1. Inadequate financial resources 2. Policy and Procedure gaps 3. Members inactive participation in network activities 4. Ineffective communication and management	➢Develop and implement a resource mobilisation strategy ➢Review, develop and implement policies/ procedures ➢Strengthen involvement of members in Thematic Working Groups ➢Develop a communication strategy and enhance the use of available ICT i.e social media
OPPORTUNITIES	
1. Ratification of the Paris Agreement on Climate Change in Zambia 2. Existence of the National Policy on Climate Change, REDD+ and other supportive policies, strategies & legal frameworks 3. Availability of space for ZCCN and other stakeholders engagement in climate change policy/ programme implementation 4. Potential availability for funding i.e GCF and partnerships	➢Take up the CSO roles mentioned in agreement ➢Undertake monitoring and evaluation actions for advocacy ➢Maintain and take up other available space for engagement ➢Build up and maintain partnerships and engage in resource mobilisation
THREATS	
1. Corporate influence to weaken policy implementation 2. Donors withdrawal 3. Adverse weather impacts on weak infrastructure and community resilience capacity	➢Strengthen Advocacy and Lobby to influence policy ➢Strengthen financial sustainability ➢Lobby for more investments in resilient infrastructure development and community resilience building

5.3 THEORY OF CHANGE

Assumptions:

Favourable political climate, Willingness of ZCCN members to pursue agenda on CC, continued support from developing partners, and strong and well-staffed

Vision:
A Zambia resilient to adverse impacts of climate change

Impact:
Relevant policy enactments
Strengthened community resilience to climate change

Outcomes:
Strong network to advocate for climate change
improved communication & info management system
Evidence based advocacy
Conducive policy environment
communities able to adapt & mitigate CC

Strategies:
Institutuional and governance strengtening
Communication and information sharing
Policy influence and stakeholder engagement
Capacity building for community resilience

Inputs:
Human Resource
Funding partners.
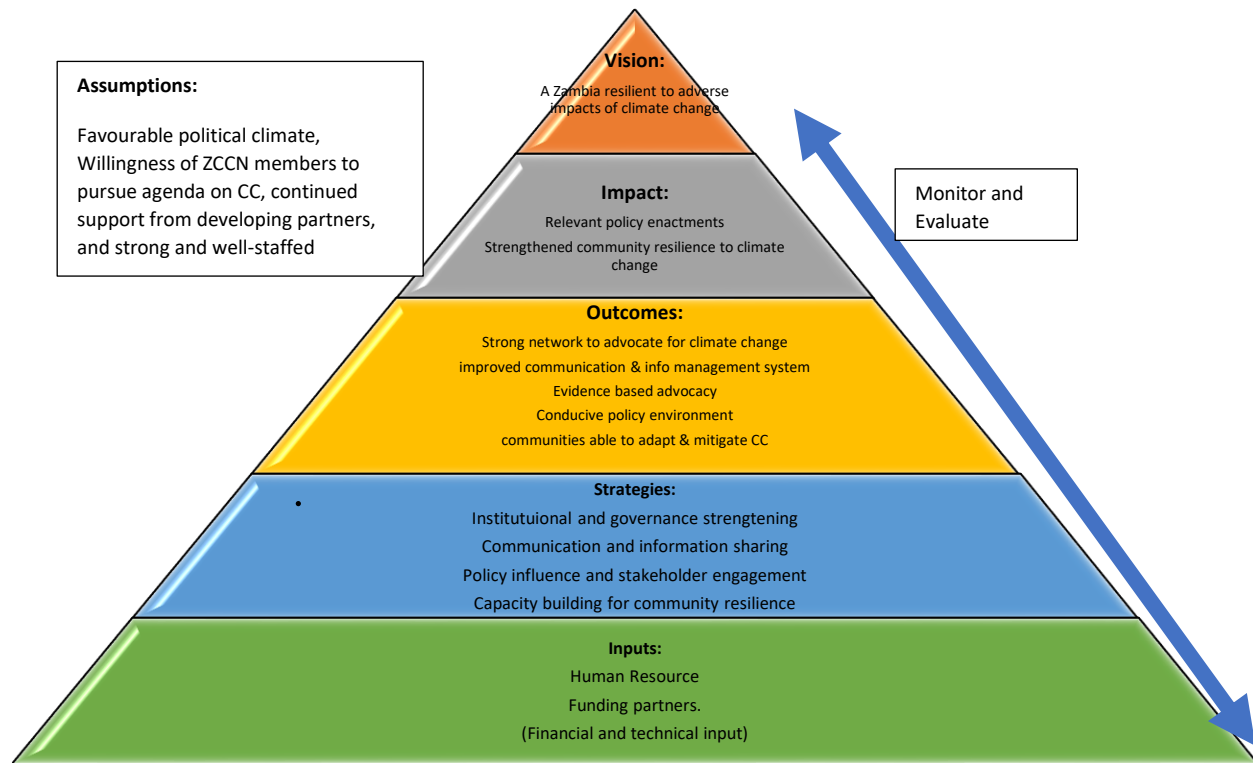(Financial and technical input)

Monitor and Evaluate

Figure 1Theory of Change

Realizing ZCCN's vision of "*A Zambia resilient to adverse impacts of Climate Change*" will only be achieved if CC is seen as a common threat by all stakeholders and appropriate policies, resources and actions are put in place to tackle CC. Having a common understanding of CC, thus becomes important. Policies should address issues that are on the ground and equally communities and stakeholders should know what these policies talk about.

The ZCCN theory of change highlights the need to strengthen institutional governance, create more awareness and community participation and strategically engage with government to influence policy

6. 0UR STRATEGIC PLAN 2019 2023

6.1 THE PLANNING PROCESS

This strategic plan was developed through a participatory approach involving the network members and other stakeholders. The process commenced with the Organisation Capacity Assessment (OCA) supported by PACJA. Later a working group from among the members reviewed the first strategic plan in view of its achievements, lessons learnt and the changing context as well as the current climate change discourse nationally, regionally and globally to.

6.2 VISION AND MISSION

6.2.1 VISION

A Zambia resilient to the adverse impacts of climate change

6.2.2 MISSION

To coordinate civil society organisations' engagement on climate change issues through capacity building, information sharing, lobby and advocacy.

6.3 VALUES

Accountability and Transparency: We believe in being open to our members, partners and the communities we work with through our procedures and practices. Our commitment is to be answerable for our actions, activities and the use of resources including taking the government to be accountable through advocacy.

Unity of Purpose: We have come together under this network concerned with causes of climate change and the need to secure the rights of mother earth as well as those of current and future generations.

Wise Use: The need to use the natural resources wisely for serving current and future generations is at the core of our approaches for combating climate change and ecosystem conservation and services.

Equity: Fairness in the use and access to organisational and natural resources shall be the guiding principle in our operations for our members and the affected communities.

Partnership: Working in silos shall not be our way of operation, building strong partnerships shall form the basis of our approach in achieving our objectives.

6.4 OVERALL STRATEGIC FOCUS

6.4.1 PRIORITY AREAS

The following key strategic focus define our priority areas of work during the implementation of this strategic plan.

Strat 1: Institutional and Governance strengthening
Strat 2: Communication and Information sharing
Strat 3: Policy Influence and Stakeholder engagement
Strat 4: Capacity Building for Community Resilience

6.4.2 CROSSCUTING ISSUES

The following have been identified as the key crosscutting issues related to the mandate of ZCCN in the context of climate change at the global and national level.

❖ Energy
❖ Water and Sanitation
❖ Health
❖ Land Use and Management
❖ Food Security and livelihoods
❖ Gender

6.4.3 IMPACTS AND OUTCOMES

Impact Statement: Enactment of relevant policies for effective climate change adaptation and mitigation interventions, strengthened and empowered local communities' resilience to climate change with access to appropriate, gender sensitive adaptation technologies including use of the alternative sources of energy.

Mid Term Outcome: A strong Network that advocates and promotes coordinated Climate Change mitigation and Adaptation measures for sustainable resilient livelihoods.

Outcomes

The following are the outcomes;

1. Improved Institutional Effectiveness
2. Increased resources for programme implementation
3. Improved communication and information management system
4. Increased public awareness of climate change issues and integration of traditional and scientific knowledge
5. Enhanced evidence based advocacy
6. Improved policy environment and implementation
7. Increased community ability to adapt and mitigate climate change
8. Improved alternative livelihoods

7. OVERVIEW OF PROPOSED PROGRAMMES

7.1 KEY PROGRAMMES, ACTIVITIES, OUTCOMES AND OUTPUTS

KEY PROGRAMME	ACTIVITIES	OUTCOMES	OUTPUTS
1. Institutional and Governance strengthening	➢ Conduct a staffing needs assessment of the ZCCN Secretariat based on the operational commitments of the Network ➢ Implement a staff recruitment, development and maintenance program	➢ Improved Institutional Effectiveness ➢ Increased resources for programme implementation	➢ Institutional development plans in place and implemented ➢ Institutional policies developed and implemented ➢ A resource mobilisation

	➢ Conduct salary survey, grading and remuneration structure ➢ Review current policies ➢ Develop institutional policies and procedures manual ➢ Develop and Implement an Organisational development plan ➢ Conduct a Monitoring and Evaluation Training ➢ Hold Thematic Working Group Meetings ➢ Hold constitutional meetings (AGM/ Board Meetings) ➢ Develop and Implement a resource mobilisation strategy ➢ Undertake resource mobilisation activities/ project proposal development ➢ Undertake donor/ partner mapping		strategy in place and implemented ➢ Partnership agreements with funding partners
2. Communication and Information sharing	➢ Conduct training workshop collecting, documenting and integrating traditional and scientific knowledge ➢ Collection of integrated CC traditional and scientific knowledge ➢ Establish a document repository ➢ Revitalize and Maintain a website ➢ Develop and utilize a communication strategy ➢ Disseminate information through Electronic, print and social media	➢ Improved communication and information management system ➢ Increased public awareness of climate change issues and integration of traditional and scientific knowledge	➢ Manuals for collection and documentation of integrated indigenous and scientific knowledge ➢ Web site and data repository established ➢ Communication strategy with an internal communication system developed and implemented

	➤ Production and dissemination of IEC Materials ➤ Establish and maintain internal communication systems		➤ Media platforms established/ reports ➤ IEC materials produced
3. Policy Influence and Stakeholder engagement	➤ Implement annual climate change related budget tracking activity as an advocacy and lobbying tool ➤ Disseminate budget tracking results to policy makers i.e. parliamentarians, advocacy groups ➤ Develop and implement an advocacy strategy ➤ Undertake research to inform advocacy ➤ Establish community and stakeholder platforms for debate and dialogue to unpack relevant international conventions and processes related to climate change ➤ Influence and engage media to contribute to climate dialogue and justice by creating media awards ➤ Train Journalists on climate change reporting	➤ Enhanced evidence based advocacy ➤ Improved policy environment and implementation	➤ Advocacy strategy developed and implemented ➤ Policy briefs/ position papers produced and disseminated ➤ Research results papers produced and disseminated ➤ Community and stakeholder debate/ dialogue platforms established ➤ Media handbook/ training manual
4. Capacity Building for Community Resilience	➤ Facilitate community livelihood adaptation trainings ➤ Conduct Community Exchange learning visits ➤ Conduct trainings integrated sustainable natural resource management	➤ Increased community ability to adapt and mitigate climate change ➤ Improved alternative livelihoods for	➤ Training manuals ➤ Activity Reports ➤ IEC materials (Leaflets/ brochures) produced

	➢ Production of IEC materials	community resilience	

8. STRATEGIC STAKEHOLDERS AND PARTNERSHIPS

In order to have a broader outreach to effectively implement this strategic plan, ZCCN shall identify strategic stakeholders and partners. This shall be done by undertaking a stakeholder and partner mapping. However, the network is cognizant that there is need to have a focus of the sectors for strategic stakeholders and partnerships as outlined below.

- Multilateral and bilateral institutions
- International NGOs (INGOs)
- Government line ministries and departments with the Climate Change department being the entry point
- The Corporate sector
- Faith Based Organisations (FBOs)
- Community Based Organisations (CBOs)
- Academic Institutions
- Tradition Leaders
- Politicians and individuals of influence

9. THE IMPLEMENTATION FRAMEWORK

Strategic Plan implementation will be carried out through the use of Annual work plans provided at the end of this strategic plan as Appendices for the first year and subsequent work-plans shall be developed. The work plans shall provide details of the specific means by which the outlined activities will accomplish the objectives described in the Strategic Plan. Further, the work plan provides guidance to those individuals in ZCCN who have responsibility for implementation plan and describes the time frame and indicators of progress that are relevant to each step.

The work plans are designed to clearly identify what has to take place if the Network is to achieve the objectives specified in the Strategic Plan. The work plan also provides an opportunity to test and validate each of the Strategic Plan objectives. The broad strategic objectives will have to be decomposed into short term annual objectives which facilitate more finely detailed analysis of what is to be accomplished and by whom in the coming year. It is particularly important to provide clear definition of roles, responsibilities and accountability within the Network.

9.1 OVERAL MANAGEMENT FRAMEWORK

The Secretariat headed by the coordinator shall be responsible for the administrative day to day operations of the strategic plan with oversight of the Board through the Chairperson. This shall also include planning, overseeing the implementation of activities with or through the members. Generation of reports to partners and the members shall also be done by the secretariat.

Thematic Working Groups (TWGs) shall provide technical backup as well as support the secretariat in programme/ activity design and execution. The TWGs shall be the vehicle for members' participation in the management of this strategic plan.

9.2 THE MONITORING FRAMEWORK

Progress in implementing planned activities and achieving strategic objectives for ZCCN will be reviewed by staff/ the Board, members and stakeholders at regular intervals. The process shall be undertaken beginning with an implementation orientation and progress monitoring workshop to be held in the first quarter of 2019.This workshop shall develop a monitoring and evaluation framework and tools necessary to enhance action oriented monitoring and learning for effective programme implementation.

9.3 ASSUMPTIONS AND RISK MANAGEMENT

9.3.1 Assumptions

This strategic plan was devised with the following assumptions:
   i.   The political climate will continue to be favorable;
   ii.   Government development interventions will continue to prioritize to sustainable development
   iii.   Civil society organizations will be willing to continue working with ZCCN on climate change issues
   iv.   Development partners will continue being interested in supporting interventions in environment and climate change,
   v.   Additional members of staff will be recruited in the course of implementing the strategic plan

9.3.2 Risks and Management

Risk	Impact	Likelihood	Mitigation
Willingness of Government to collaborate with CSOs in the formulation and implementation of key policies and legislations for improved electoral transparency.	The intervention may be met with obstacles which has the capacity to limit ZCCN influencing engagements	Low	Design level specific influencing strategies Produce and distribute suitable IEC materials tailor-made for respective targets Conduct a power mapping for key stakeholders.
There is the risk of environmental legal provisions not being fully	Could limit the space for ZCCN	Medium	Mobilise support from CSOs with

implemented and reviewed where necessary	involvement to ensure credible and participatory processes		similar focus to have collective advocacy towards the full implementation and necessary review
Negative perception of the impacts of our influencing and advocacy work by legislators and executives	Communication will be misleading and cause reputational damage	Medium	Map our level of influence of prospective allies and champions at National and local level Develop a robust and clear Communication strategy
Non-availability of verifiable and credible data generated from the climate research at national and local level	Not being able to carry out evidence based and factual advocacy engagements	Low	Applying well thought out and tested research methodologies with in line with international best practices
Lack of confidence among citizens to hold government accountable and demand implementation of commitments made at regional and international levels concerning climate change	Our advocacy may not be seen as people driven thereby making duty bearers reluctant in their responsibility towards citizens	Medium	Empowering citizens with adequate information and platforms to demand accountability from government
Lack of capable staff in ZCCN to mobilize the needed resources for a sustainable organization	A totally donor dependent organization	High	Design programmes aimed at sustaining the organization beyond donor funds Build a strong monitoring and evaluation system to track the sustainability of

			outcomes and processes
Inability for ZCCN to generate the resources needed to equip staff members with relevant capacity requirement	Poor project management systems in the organization	High	Design projects with internal and external capacity building plan for staff members

9.4 FINANCIAL MANAGEMENT AND AUDIT TIME FRAME

The Financial management of the network shall be done in line with internationally accepted standards in order to ensure effective resource mobilization and utilization. The Board shall provide oversight to Secretariat over financial management. Internal Audit quarterly measures shall be instituted while External Audit shall be undertaken annually. In this regard financial reports shall be made available to members at the annual general meetings and to partners as and when required.

The ZCCN shall therefore, consistently upgrade its financial policies/ procedures/ manual in line with its strategic focus of strengthening its institutional and governance capacities.

10. SUSTAINABILITY

In order to ensure the long-term sustainability and permanence of interventions, ZCCN takes into account a number of different dimensions of sustainability in the design and implementation of the strategic plan. The strategic plan's sustainability framework include:

10.1 Social sustainability To ensure social sustainability, ZCCN members are always involved in defining the development problems and required interventions, and are active players in the implementation, monitoring and evaluation of this strategic plan. The plan responds to the needs and priorities of the communities as defined by them, and incorporates gender and human rights perspectives, thereby leading to greater ownership, effectiveness and sustainability of the initiative.

10.2 Financial sustainability: All of ZCCN's programme empower member communities through capacity building and skills development, rather than by providing members and community beneficiaries with direct financial support, which makes the strategic plan financially sustainable in the long term. The strategic plan activities are envisioned to continue with help of local resources i.e. Financial contributions by member organisations and farming cooperatives.

10.3 Institutional sustainability: The strategic plan's investments in capacity building are expected to positively influence future operations of the member organisation and associated farmer groups. The transferable skills gained during the implementation of the plan relating to

governance, accountability, transparency, and good management of the programmes financial and material resources will enable the member organizations to establish initiatives and explore actions beyond the immediate strategic plan results, and thereby address community-specific climate risks, adaptation options, and food and income security. Networking and partnerships during the strategic plan will provide further resources and frameworks to support this.

10.4 Ecological sustainability: This is an integral part of this plan, since its primary aim is to support more resilient, environmentally sustainable livelihoods and communities in the face of climate change and variability. The strategic plan focus on using, conserving and enhancing the community's resources in a manner that supports biodiversity and conservation while enhancing quality of life, now and in the future. By continuing to promote greater awareness of climate change issues, skills related to alternative sources of income, and engagement in agro ecology-based farming and natural resource management, this plan will ensure the long-term sustainability of the started community-driven initiatives. This will guarantee the beneficiaries to be more prepared and resilient and able to independently recognize climatic changes and risks, and choose locally functioning adaptation measures accordingly.

11. APPENDICES

11.1 LOGICAL FRAMEWORK

RESULTS AREA	INDICATORS	MEANS OF VERIFICATION	ASSUMPMTIONS
Impact Statement: Enactment of relevant policies for effective climate change adaptation and mitigation interventions, strengthened and empowered local communities' resilience to climate change with access to appropriate gender sensitive adaptation technologies including use of the alternative sources of energy.			- The political climate will continue to be favorable - Government development interventions will continue to prioritize to sustainable development
Mid-term Outcome: A strong Network that advocates and promotes coordinated Climate Change mitigation and Adaptation measures for sustainable resilient livelihoods by 2023.	70% of our targeted interventions in our key result areas outcomes and outputs are done by 2023	-Institutional & external evaluation reports -Partners and other stakeholders reports -Government reports	- Development partners will continue being interested in supporting interventions in environment and climate change, -Favorable Policy environment -Community willingness to participate
Result Area 1: Institutional and Governance strengthening			
Outcome 1: Improved Institutional Effectiveness	Level of institutional development and effectiveness at mid-term(2021) and by end of 2023	-Organisational Capacity Assessment (OCA) Reports -Organisation evaluation reports	- The political climate will continue to be favorable for CSOs development -Availability of Funds -Availability of technical support from partners
***Outputs** 1:* Institutional policies developed and implemented	No. of Policies developed and implemented by end of 2019	-Policy documents in place	

		-Organisational reports -Evaluation Reports	-Effective internal leadership in policy development -Members willingness to participate - Development partners will continue being interested in supporting interventions in environment and climate change
Outputs 1: Institutional development plans in place and implemented	-No. of activities undertaken in implementation of the Institutional development plan by end of 2020 -Staff recruitment, development and maintenance programme developed by end of 2019 and implemented by end of 2020 -Monitoring and Evaluation tools/ framework developed by end June 2019 and implemented by end of 2023	- Organisational activity reports	
Outcome 2: Increased resources for programme implementation	-An increase in the organisation resource base of at least 60% for this strategic plan by the end of by 2021	-Organisational Evaluation reports -Partners reports	
Outputs 1: A resource mobilisation strategy in place and implemented	-A resource mobilisation strategy developed by end of 2019 -No. of resource mobilisation activities implemented	-Organisational reports -Partners reports	
Outputs 2: Partnership agreements with funding partners	-No. of proposals developed -No. of funding agreements entered into with partners	- Actual proposals and funding agreements -Organisational reports	
Result Area 2: Communication and Information sharing			

Outcome 1: Improved communication and information management system	-An effective Communication and Information Management System in place and operationalized by end of 2023	-Communication procedures/ manuals -Organisational evaluation reports -Media reports	-Favorable Policy environment for information and communication i.e Freedom of Information Act is in place -Availability of technical support from partners -Availability of technological, human and financial resources -Members and stakeholders positive participation
Outputs 1: Communication strategy with an internal communication system developed	-A communication strategy is developed and operationalized by end of 2019	-Actual communication strategy -Organisational reports	
Outputs 2: Web site and data repository established	- A functional website/ data repository and - No. of people accessing it by end of 2019	-Actual we page and data repository -Organisational reports -partners reports	
Outcome 2: Increased public awareness of climate change issues and integration of traditional and scientific knowledge	-Level of public awareness of above 60% on climate change issues attributed to ZCCN activities contribution -No. of activities done on traditional and scientific knowledge integration by end of 2023	-Organisational evaluation reports -Partners/ stakeholders reports -Media reports	
Outputs: 1. Manuals for collection and documentation of integrated indigenous and scientific knowledge	-No. of manuals produced, deposited in the data repository and disseminated -At least 70% of targeted members utilize manuals in documentation and the	-Actual manuals and IEC materials -Activity reports -Partners reports	

	integration of indigenous and scientific knowledge -No. of IEC materials produced documenting integrated indigenous and scientific knowledge on climate change.		
Outputs: 2. Media Platforms established/ reports	-No. of media platforms established -Number of people accessing or being reached by the media platforms -No. of media reports	-Actual media platforms -Activity reports -Media reports	
Outputs: 3. IEC materials produced and distributed	-No. of IEC materials produced and distributed -No. of people/ organisations reached and utilizing IEC materials	-Actual IEC Materials -Media reports -Evaluation reports	
Result Area 3: Policy Influence and Stakeholder engagement			
Outcome 1: Enhanced evidence based advocacy	-No. of policy changes/ developments attributed to ZCCN advocacy actions undertaken by 2023	-Organisational evaluation reports -Partners and stakeholders reports	-Civil society organizations will be willing to continue working with ZCCN on climate change issues
Outputs: 1. Advocacy strategy developed and implemented	-Advocacy strategy developed by end of 2019 and implemented by 2023 -No. of policy advocacy actions undertaken	-Actual advocacy policy -Activity reports -Partners and stakeholders reports -Media reports	-Favorable political policy environment for civil society participation in governance -Availability of human and financial resources -Members support
Outputs: 2. Research results papers produced and disseminated	-No. of research actions undertaken by 2023	-Actual research papers -Activity reports	

	-No. of dissemination actions undertaken -No. of research results paper uptake	Reports -Partners and stakeholder reports -Media reports	
Outputs: 3. Media & handbook/ training manual	-No. of Media handbooks/ manuals produced and distributed -No. of media personnel trained -At least 70% of trained media personnel actively produce content on climate change issues	-Activity reports -Actual media handbook or training manual -Media reports	
Outcome 2. Improved policy environment and implementation	-No. of policy changes attributed to ZCCN advocacy influencing actions by 2023	-Organisation evaluation reports -Government reports of policy changes -Partners and stakeholders reports	
Outputs: 1. Policy briefs/ position papers produced and disseminated	-No. of policy briefs/ position papers produced and disseminated -No. of quotes of ZCCN policy briefs/ position papers	-Actual policy briefs and position papers -Activity reports -Partners and stakeholder reports	
Outputs: 2. Community and stakeholder debate/ dialogue platforms established	-No. of debate and dialogue platforms established and undertaken -No. of people reached by the activities	-Activity reports -Partners and stakeholders reports -Media reports	
Result Area 4: Capacity Building for Community Resilience			

Outcome 1: Increased community ability to adapt and mitigate climate change	-By 2023, at least 60% of targeted communities have increased ability to adapt and mitigate climate change	-Organisation Evaluation reports -Partners and stakeholders reports	- Government development interventions will continue to prioritize to sustainable development
Outputs: 1. Training manuals in community adaptation and mitigation	-No of training manuals produced -No of trainings undertaken/ people trained and practicing community adaptation and mitigation actions	-Actual manuals -Activity reports -Partners and stakeholders reports	- Civil society organizations will be willing to continue working with ZCCN on climate change issues - Development partners will continue being interested in supporting interventions in environment and climate change -Members and stakeholders positive participation - Community willingness to participate -Availability of expert human resources and technologies
Outcome 2: Improved alternative livelihoods for community resilience	-60% of targeted community members with 70% being women, youth and the vulnerable have improved livelihoods by 2023	-Organisational evaluation reports -Partners and stakeholders reports	
Outputs: 1. Training manuals on integrated sustainable natural resource management for Livelihoods improvement	-No. of manuals produced -No. trainings and people reached -% community members livelihoods improved	-Actual manuals -Activity reports -Media reports -Partners and stakeholders reports	
Outputs: 2. IEC material produced	-No. of IEC materials produced and distributed	-Actual IEC materials -Activity reports	

11.2 2019 WORKPLAN

KEY PROGRAMME/ OUTPUTS	ACTIVITY	TIME FRAME				RESPONSIBLE	RESOURCES
		1st qtr	2nd qtr	3rd qtr	4th qtr		
Key Programme 1: Institutional and Governance strengthening							
	1.1.1. Review current policies	X	X				

Output 1.1: Institutional policies developed and implemented	1.1.2. Develop relevant institutional policies and procedures manual						
Output 1.2: Institutional development plans in place and implemented	1.2.1. Conduct a staffing needs assessment of the ZCCN Secretariat based on the operational commitments of the Network						
	1.2.2. Implement a staff recruitment, development and maintenance program						
	1.2.3. Conduct salary survey, grading and remuneration						
	1.2.4. Develop and Implement an Institutional/ member development plan						
	1.2.5. Conduct a Monitoring and Evaluation Training			X			
	1.2.6. Hold Thematic Working Group Meetings		X		X		
	1.2.7. Hold constitutional meetings (AGM/ Board Meetings)	X	X	X	X		
Output 1.3: A resource mobilisation strategy in place and implemented	1.3.1. Develop and Implement a resource mobilisation strategy	X	X	X	X		
	1.3.2. Undertake resource mobilisation activities						

Output 1.4: Partnership agreements with funding partners	1.4.1. Undertake donor/ partner mapping	X	X	X	X		
	1.4.2. Project proposal development						
Key Programme 2: Communication and Information sharing							
Output 2.1: Communication strategy with an internal communication system developed	2.1.1Develop and utilize a communication strategy						
	2.1.2 Establish and maintain internal communication systems						
Output 2.2: Web site and data repository established	2.2.1 Revitalize and Maintain a website						
	2.2.2 Establish a document repository						
Output 2.3: Manuals for collection and documentation of integrated indigenous and scientific knowledge	2.3.1 Conduct training workshop on collecting, documenting and integrating traditional and scientific knowledge						
	2.3.2 Collection of integrated CC traditional and scientific knowledge						
Output 2.4: Media Platforms established/ reports	2.4.1 Disseminate information through Electronic, print and social media						

Output 2.5: IEC materials produced and distributed	2.5.1 Production and dissemination of IEC Materials						
Key Programme 3: Policy Influence and Stakeholder engagement							
Output 3.1: Advocacy strategy developed and implemented	3.1.1 Develop and implement an advocacy strategy		X				
Output 3.2: Research results papers produced and disseminated	3.2.1. Undertake research to inform advocacy	X					
	3.2.2 Implement annual climate change related budget tracking activity as an advocacy and lobbying tool						
Output: 3.3. Media handbook/ training manual	3.3.1 Train Journalists on climate change reporting						
	3.3.2 Influence and engage media to contribute to climate dialogue and justice by creating media awards						
Output: 3.4. Policy briefs/ position papers produced and disseminated	3.4.1 Disseminate budget tracking results to policy makers i.e. parliamentarians, advocacy groups						
Output: 3.5. Community and stakeholder debate/	3.5.1 Establish community and stakeholder platforms for debate and dialogue to unpack relevant international conventions and processes related to climate change	X					

dialogue platforms established							
Key Programme 4: Capacity Building for Community Resilience							
Output: 4.1. Training manuals in community adaptation and mitigation	4.1.1 Facilitate community livelihood adaptation trainings						
	4.1.2 Conduct Community Exchange learning visits						
Output: 4.2. Training manuals on integrated sustainable natural resource management for Livelihoods improvement	4.2.1 Conduct trainings integrated sustainable natural resource management						
	4.2.1 Conduct Community Exchange learning visits						
Output: 4.3. IEC material produced	4.3.1 Production of IEC materials						