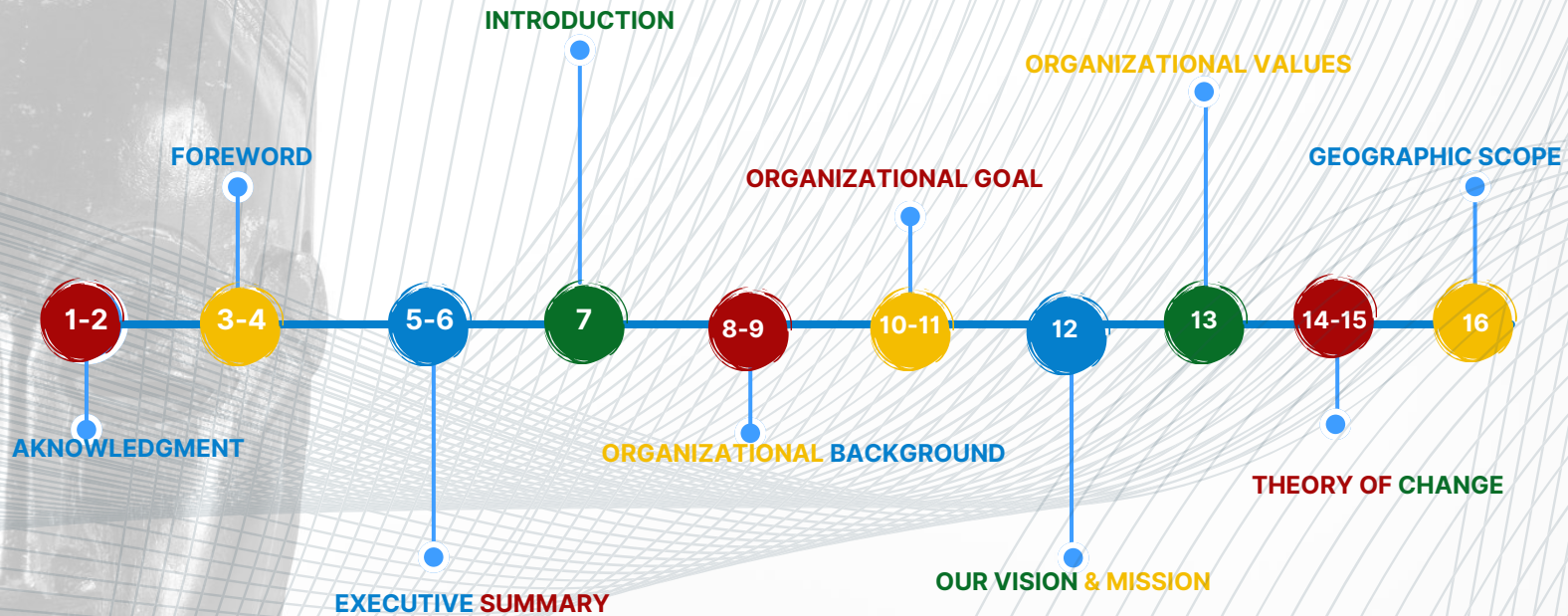




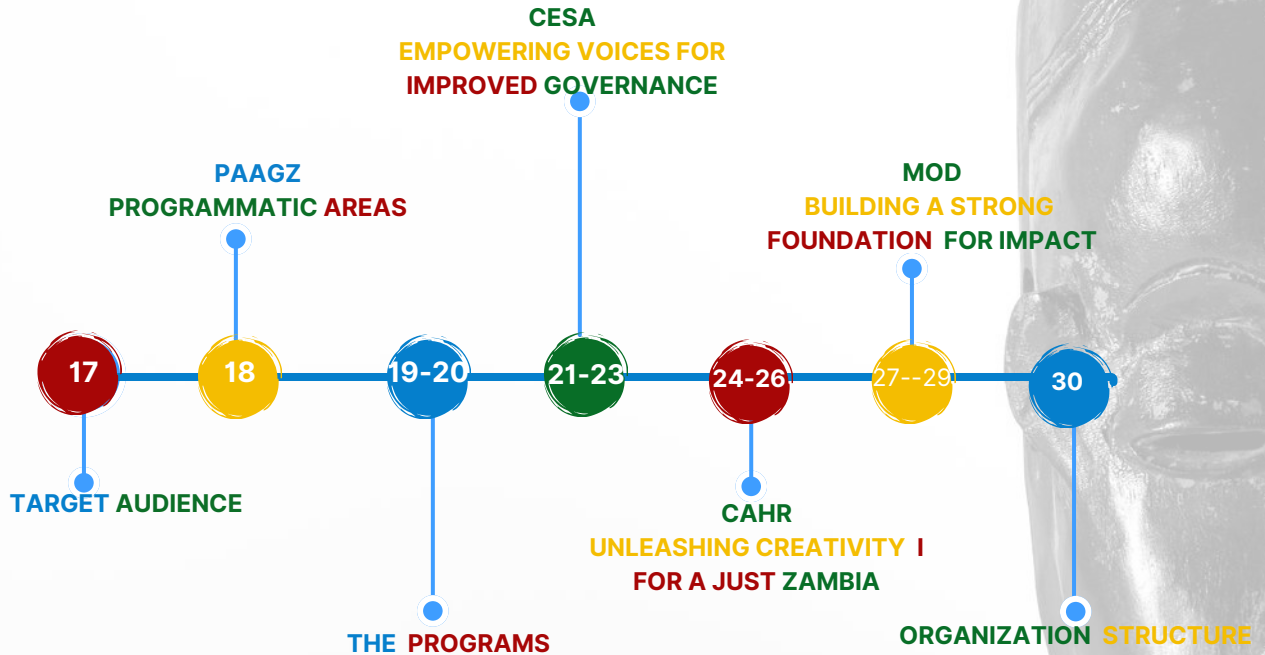
PEOPLES ACTION FOR
ACCOUNTABILITY AND
GOOD GOVERNANCE
IN ZAMBIA

STRATEGIC PLAN 2024-2027
FOSTERING AN INCLUSIVE ZAMBIA





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ACKNOWLEDGEMENTS

We extend our heartfelt gratitude to all those who played a pivotal role in the creation of this strategic plan. First and foremost, we express our deepest appreciation to the Board of PAAGZ for their unwavering support, invaluable guidance, and steadfast commitment to steering our organization towards its mission and vision.

Our sincere thanks also go to the dedicated members of our staff who poured their expertise, passion, and creativity into the drafting process. Your diligence and dedication have been instrumental in shaping the direction of PAAGZ's future endeavours.

We are immensely grateful to our partners and collaborators in civil society whose insights, feedback, and validation have enriched and strengthened this document. Your collaboration and solidarity are essential as we work together towards our shared goals of promoting accountability, equity, and human rights



KHAZIKE SAKALA
Executive Director



Special recognition is extended to our consultant, whose tireless efforts, expertise, and patience have been invaluable throughout the planning process. Your guidance and expertise have been instrumental in translating our aspirations into tangible strategies and actions.

Last but certainly not least, we extend our deepest appreciation to SIDA through Action Aid Zambia for their generous financial support and funding, which made the development of this strategic plan possible.

Your investment in our organization's future is deeply appreciated and will have a lasting impact on our ability to create positive change in Zambia. Together, we look forward to embarking on this journey towards a more inclusive, equitable, and accountable Zambia. Thank you all for your unwavering commitment and support.



Many have long imagined a Zambia where citizen voices echo in the halls of power and speak to it. Where ordinary Zambians, empowered and engaged, hold their leaders accountable, demanding services that reflect their needs and accountable use of state resources. Where decisions are characterised with threads of inclusivity, and respect for human rights, running through the very fabric of our Zambian society and communities. This vision, ambitious yet attainable, is the guiding light of PAAGZ's Strategic Plan for 2024-2027.

This document is not merely a collection of goals and strategies; it is an invitation to action, a clarion call to all who yearn for an inclusive and vibrant Zambia.

For **PAAGZ and likeminded civil society**, it is a blueprint for amplifying citizen voices. Through citizen engagement and artistic expression, we can have a citizenry that is characterised by architects of change, holding officials accountable and demanding good governance. The narratives, struggles, triumphs and hopes of the marginalised Zambian will serve as our driving force.

For **government officials and duty bearers**, it is a roadmap for responsive leadership. PAAGZ extends a hand not in confrontation, but in collaboration. This plan offers tools to bridge the gap between citizens and their representatives, fostering transparency and ensuring that services reach those who need them most.



Laura Miti
Board
Chairperson



It is an opportunity to reshape and co-write the narrative, to become champions of accountability and inclusion by serving those most in need of the public services and resources you preside over.

For **non-state actors**, it is a canvas for your expertise. Your knowledge, your resources, and your unwavering commitment can give practical effect to this vision. Whether you are an artist or creative inspiring social change, a pursuer of justice or lawyer upholding human rights, or a development practitioner vested in an accountable future, PAAGZ welcomes and values your respective partnership.

And for you, **the committed cooperating partner**, PAAGZ offers you a chance to witness the ripple effect of the resources you generously direct towards the interests of the Zambian citizen. Thank you for your support and partnership.

Our strategic plan is a manifestation of our commitment to amplify the voices of the marginalised, fortify the fabric of cultural and artistic expression and foster sustainable efforts that shift the power to those most in need.

As you delve into the heart of this strategic plan, I implore you to read not only between the lines but beyond them. Recognize the urgency embedded in these words, for the challenges we face demand immediate and concerted action.

The time for action is now.

EXECUTIVE SUMMARY

INTRODUCTION

Peoples Action for Accountability and Good Governance in Zambia (PAAGZ) is thrilled to present its inaugural strategic plan, marking a significant milestone in our journey towards fostering positive change and empowering marginalized communities. Founded on the core principles of accountability, equity, and human rights, PAAGZ has embarked on a transformative endeavor to amplify the voices of marginalized women and youth and advocate for inclusive governance and improved public service delivery.

KEY OBJECTIVES

At the heart of PAAGZ's strategic plan lies a commitment to addressing the systemic challenges facing marginalized groups in Zambia. Our strategic pillars encompass the promotion of social accountability, protection of cultural and human rights, and the empowerment of marginalized women and youth. Through these pillars, PAAGZ aims to enhance citizen participation, advocate for policy reform, and foster a culture of accountability among public officials

These three programs, CESA, CAHR, and MOD, each play a crucial role in PAAGZ's journey towards achieving its desired outcomes.



UNIQUE APPROACH

What sets PAAGZ apart is our innovative approach to advocacy, leveraging the power of creativity and art to drive social change. By harnessing artistic expression, we aim to engage diverse audiences, raise awareness on critical issues, and mobilize communities towards action. Our strategic plan prioritizes the integration of creative methods into advocacy initiatives, recognizing the transformative potential of art in promoting accountability and protecting human rights

IMPACT ON MARGINALISED COMMUNITIES

Central to PAAGZ's mission is our unwavering dedication to serving marginalized women and youth. Through targeted interventions and capacity-building initiatives, we seek to empower these communities to demand their rights, participate in decision-making processes, and access essential services. By amplifying their voices and advocating for their interests, we aim to create a more inclusive and equitable society where all individuals can thrive.

CONCLUSION

PAAGZ's strategic plan represents a bold and ambitious blueprint for driving positive change in Zambia. By adopting an inclusive and creative approach to advocacy, we are poised to make significant strides towards our goal of promoting accountability, protecting human rights, and enhancing public service delivery.



INTRODUCTION



This strategic plan outlines the roadmap for PAAGZ's journey towards accountability and good governance in Zambia over the next four years (2024-2027). It serves as a compass, guiding us towards a future where citizens actively participate in shaping their communities and holding their leaders accountable.

ORGANISATIONAL BACKGROUND

The People's Action for Accountability and Good Governance in Zambia (PAAGZ) is a local Civil Society Organisation focused on contributing to improved Governance and Service delivery for marginalized groups in Zambia so that ultimately there can be a more equitable and inclusive Zambia.

PAAGZ was founded and registered in 2020 as a 'Company limited by guarantee' with the Registrar of Companies. It started its operations in 2021.

Peoples Action for Accountability and Good Governance (PAAGZ) has been a driving force for positive change in Zambia's governance landscape since its inception. Founded on the principle that good governance and public service delivery holds the key to a brighter future for the country's most vulnerable populations, PAAGZ has strategically focused its efforts on promoting citizen-driven accountability, inclusive governance, and systemic improvements. Strategically positioned, PAAGZ has been engaging directly with communities, placing special emphasis on diverse segments, including women and youth.



PAAGZ's impact transcends traditional methods by harnessing the transformative power of art and creative expression to engage and empower marginalized communities, particularly women and youth. This innovative approach has consistently proven to be effective in capturing attention, disseminating vital information, and fostering positive change in communities across Zambia



ORGANIZATIONAL GOAL

The overall goal of PAAGZ is to contribute towards:

'Improved governance and service delivery for marginalized groups in Zambia by 2027'.

This goal serves as the guiding principle steering PAAGZ's actions, programs, and initiatives.



By 'improved governance,'

We mean fostering a governance landscape characterized by transparency, accountability, and citizen participation.

Simultaneously, 'service delivery'

Underscores the commitment to drive citizens to demand for quality and accessibility of public services.

'Marginalized Groups'

Refers to individuals and communities facing systemic discrimination and exclusion due to factors like poverty, illiteracy, gender, disability, or geographical location.

Therefore, PAAGZs' goal strives to create a Zambia where marginalized communities have a greater voice in shaping their own destinies, enjoy equal access to quality services, and experience the benefits of good governance firsthand



OUR VISION

An equitable and inclusive Zambia.

OUR MISSION

To Improve governance and service delivery for marginalized groups by promoting Social Accountability and protection of Human rights.

OUR ORGANISATIONAL VALUES

> INCLUSIVITY

01

> PARTICIPATION

02

> EQUALITY

03

> ACCOUNTABILITY

04

> TRANSPARENCY

05

> INTEGRITY

06

> CREATIVITY

07

THEORY OF CHANGE



PAAGZ's Theory of Change is grounded in its vision for an equitable and inclusive Zambia, with the core challenge identified as 'Poor governance and service delivery for marginalized groups.'

The key contributors to this issue are identified as the 'Lack of accountability of public office bearers and elected officials' and 'inadequate citizen participation in governance and decision-making processes.' Additionally, unique concerns include the 'inadequate use of creative expression for improved governance and service delivery' and 'inadequate protection of Cultural, Artistic, and Human Rights for improved governance and service delivery.'

The overall goal identified by PAAGZ is to contribute to 'Improved Governance and Service Delivery for marginalized groups by 2027.'

This ambitious objective will be achieved through a strategic framework focusing on three key pillars:

**From vision to action:
PAAGZ's Pathway to an Equitable
and Inclusive Zambia.**

THEORY OF CHANGE: THREE (3) PILLARS



PILLAR 1

Promotion of accountability of Public Office Bearers and Elected Officials in the use of Public funds and to citizens.

PAAGZ aims to achieve this by 'enhancing the capacity of citizens to demand accountability from their elected leaders and duty bearers.' Simultaneously, the organization will work towards 'enhancing the responsiveness and accountability of elected officials and duty bearers towards the citizens.'

PILLAR 2

Promotion of Citizen Participation in Governance and Decision-Making Processes with emphasis of marginalised citizens.

To attain this objective, PAAGZ will focus on 'empowering citizens with relevant information to demand accountability.' Additionally, the organization will work towards 'increasing access to platforms for engagement on governance and service delivery,' creating a more inclusive and participatory decision-making process.

PILLAR 3

Promotion of Socio-Economic Rights

PAAGZ aims to achieve this by advocating for a 'strengthened Legal, Policy, and Institutional framework supporting and promoting Socio-Economic Rights as well as protecting them.' These rights include that of Creatives and Artists who are a powerful medium PAAGZ seeks to utilize in conveying important messages and information in demanding for good governance and improved service delivery. This ensures that fundamental human rights are safeguarded for improved governance and service delivery.



PAAGZ has selected some primary areas of operation where it will be conducting its activities. The areas mentioned below are merely indicative and this operational area list is not cast in stone.

There is some flexibility about where the program interventions will be administered. The selection of these areas was informed by PAAGZ's previous work in other areas and the information that was gathered then.

Therefore, PAAGZ has elected to maintain its presence in the 2 provinces of Lusaka and Copperbelt so as to sustain efforts and continue collaboration with already established target groups.

However, PAAGZ interventions will be stretched across the country depending of availability of funds and human resources. The idea is to strategically expand the target areas to where such work will be most impactful. The new areas selection in future will be guided by striking a demographical characteristic balance, i.e. Urban, per-urban, Rural; Low-density, medium-density and high-density areas.



TARGET AUDIENCE

PAAGZ has been very categorical in terms of its target audience throughout its existence. The primary target group is the Marginalized people – segments of the population usually excluded from decision-making and other processes that affect their lives. The larger part of this group comprises of women and youths (males and females aged 15 – 35).

These target groups will be identified by certain characteristics that are common to them in all the areas of operation. Some of these characteristics include:

- People in low-income brackets/ living in abject poverty.
- People with limited or no access to public and private resources.
- Persons with disabilities
- People with limited literacy and formal education.
- Child, elderly and female-headed households



PAAGZ PROGRAMMATIC AREAS

PAAGZ is structured to achieve its envisioned outcomes through three distinct programs.

The first two programs are outward-facing, with the initial one concentrating solely on citizen engagement and exacting accountability of public finance management. This program targets marginalized groups, public office/duty bearers, and elected officials, aiming to amplify citizen participation and enhance accountability among officials, thereby fostering improved governance and service delivery.

The second externally focused program centres on Cultural Rights, Artistic Rights, and Human Rights in a broader sense.

Conversely the third program shifts its focus inward to enhance organizational management, organizational development, and the effective and efficient implementation of programs and activities.



THE PROGRAMS



1. Citizen Engagement for Social Accountability (CESA)

Citizen Engagement for Social Accountability (CESA): This externally focused program empowers citizens, particularly marginalized groups, to hold public officials accountable and advocate for better governance and service delivery.

CESA's focus is on enhancing accountability by public office bearers and elected officials. This involves empowering citizens to demand transparency and hold officials accountable for their actions while advocating for their rights. Secondly, CESA seeks to enhance citizen participation in governance and decision-making processes thereby empowering citizens to actively engage in shaping policies, monitoring service delivery, and contributing to solutions that address their needs.

2. Creative Advocacy and Human Rights (CAHR)

Within this program, PAAGZ directs its efforts towards shedding light on fundamental rights in their broadest sense. The approach taken involves championing the use of creative and cultural expression as powerful tools in advocating for inclusive governance and enhanced human rights. CAHR recognizes the transformative potential of creative advocacy, aiming to harness the influence of artistic expression to illuminate the path toward a society where inclusive governance is upheld, and fundamental human rights are safeguarded including artistic rights.

THE PROGRAMS



3. Management and Organisational Development (MOD)

Building a strong foundation is key. MOD focuses on internal excellence, strengthening PAAGZ's organizational capacity, development, and program implementation. This ensures efficient operations and maximum impact for the externally focused programs.

These three programs, CESA, CAHR, and MOD, each play a crucial role in PAAGZ's journey towards achieving its desired outcomes.

CITIZEN ENGAGEMENT FOR SOCIAL ACCOUNTABILITY (CESA): Empowering Voices for Improved Governance

This externally focused program empowers citizens, particularly marginalized groups, to hold public officials accountable and advocate for better governance and service delivery.

1. Enhanced citizen participation in governance and decision-making processes:

This empowers citizens to actively engage in shaping policies, monitoring service delivery, and contributing to solutions that address their needs.

2. Enhanced accountability by public office bearers and elected officials:

This empowers citizens to actively engage in shaping policies, monitoring service delivery, and contributing to solutions that address their needs.



KEY APPROACHES AND INTERVENTIONS

CESA's interventions are designed as a set of activities that bridge the gap between citizens and their representatives:

1

CAPACITY BUILDING

Training and equipping citizens with the knowledge, skills, and confidence to participate effectively in governance processes.

2

AWARENESS RAISING, COMMUNITY SENSITIZATION & MOBILIZATION.

Creating platforms for citizens to come together, share experiences, and collectively advocate for their rights.

3

ADVOCACY & DIALOGUE

Facilitating constructive engagement between citizens and officials, promoting open communication and collaborative problem-solving.

4

MONITORING & REPORTING

Empowering citizens to track service delivery, identify service gaps, and report instances of corruption or mismanagement.



SUMMARY OF OUTCOMES FOR CESA PROGRAM

OUTCOME 1 (O 1.1): Enhanced Capacity of citizens to demand for accountability.

OUTCOME 2 (O 1.2): Enhanced Capacity of public office bearers and elected officials to be accountable.

OUTCOME 3 (O 1.3): Empowered citizens with relevant information to demand for accountability.

OUTCOME 4 (O 1.4): Increased access to platforms for engagement on governance and service delivery.

CREATIVE ADVOCACY AND HUMAN RIGHTS (CAHR): Unleashing Creativity for a Just Zambia



The Cultural, Artistic and Human Rights (CAHR) program takes a unique approach to improving governance and service delivery, recognizing the power of creative expression and human rights as catalysts for positive change, good governance and service delivery. It focuses on two strategic goals:

1. Enhanced Protection of Socio Economic Rights for Improved Governance and Service Delivery:

This goal recognizes that respecting and protecting fundamental rights is essential for good governance

2. Enhanced Use of Creative Expression for Improved Governance and Service Delivery:

This goal harnesses the power of art, music, storytelling, and other forms of creative expression.

KEY APPROACHES AND INTERVENTIONS

CAHR interventions will focus on:



1

CAPACITY BUILDING

Training and equipping artists and non-state actors with skills in advocacy, communication, and community mobilization.

2

ARTS-BASED ADVOCACY INITIATIVES

Supporting the development and implementation of creative campaigns that raise awareness about governance issues, demand accountability, and promote inclusive service delivery.

3

POLICY & LEGAL REFORMS

Advocating for and supporting policies and legislation that protect cultural, artistic, and human rights, including freedom of expression and assembly.

4

INSTITUTIONAL STRENGTHENING

Working with cultural institutions and government agencies to ensure they uphold the rights of creators and non-state actors.

5

NETWORKING & COLLABORATION

Building strong partnerships between artists, non-state actors, government officials, and other stakeholders to promote inclusive governance and responsive public service delivery.

6

NETWORKING & COLLABORATION

Generating evidence and knowledge on the role of socio-economic rights in accountable and good governance.

SUMMARY OF OUTCOMES FOR CAHR PROGRAM

OUTCOME 5 (O5): Increased space, support, and tolerance for the use of creative expression to address issues and share information on governance and service delivery.

OUTCOME 6 (O6): Enhanced Legal, Policy, and Institutional framework supporting Arts and Culture as well as protecting Cultural, Artistic, and Human Rights



MANAGEMENT AND ORGANISATIONAL DEVELOPMENT (MOD)

Building a Strong Foundation for Impact.

MOD's strategic goal is clear: To build a robust PAAGZ, equipped to achieve the overall goal of improved governance and service delivery for marginalized groups. This translates into three key priorities:

1. Resource Mobilization and Management:

MOD will ensure optimal use of financial, human, and material resources, maximizing efficiency and impact. This includes fundraising, grant writing, resource allocation, and strong financial management practices.

3. Capacity Building:

MOD will invest in staff development, equipping them with the skills and knowledge needed to deliver programs effectively. This includes training, mentoring, and knowledge sharing initiatives to continually strengthen PAAGZ's expertise.

2. Good Corporate Governance:

This empowers citizens to actively engage in shaping policies, monitoring service delivery, and contributing to solutions that address their needs.



KEY APPROACHES TO INTERVENTIONS

MOD's interventions will focus on:



1 INCREASE PROGRAM EFFECTIVENESS

With strong internal systems and skilled staff, PAAGZ can implement CESA and CAHR programs with greater effectiveness, maximizing their impact on marginalized communities.

2 BOLSTER ORGANIZATIONAL EFFICIENCY:

Optimized resource management and streamlined processes will reduce waste and ensure PAAGZ operates at its best, delivering more with less.

3 ENHANCE SUSTAINABILITY:

By strengthening financial stability and good governance practices, MOD paves the way for PAAGZ's long-term success, ensuring its ability to serve marginalized communities for years to come.



SUMMARY OF OUTCOMES FOR MOD PROGRAM

OUTCOME 7 (O7): An effective, efficient, well-resourced, and sustainable organization practicing good corporate governance



ORGANIZATION STRUCTURE





PEOPLE'S ACTION FOR ACCOUNTABILITY AND
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