PEOPLES ACTION FOR ACCOUNTABILITY AND GOOD GOVERNANCE IN ZAMBIA

STRATEGIC PLAN 2024–2027

FOSTERING AN INCLUSIVE ZAMBIA
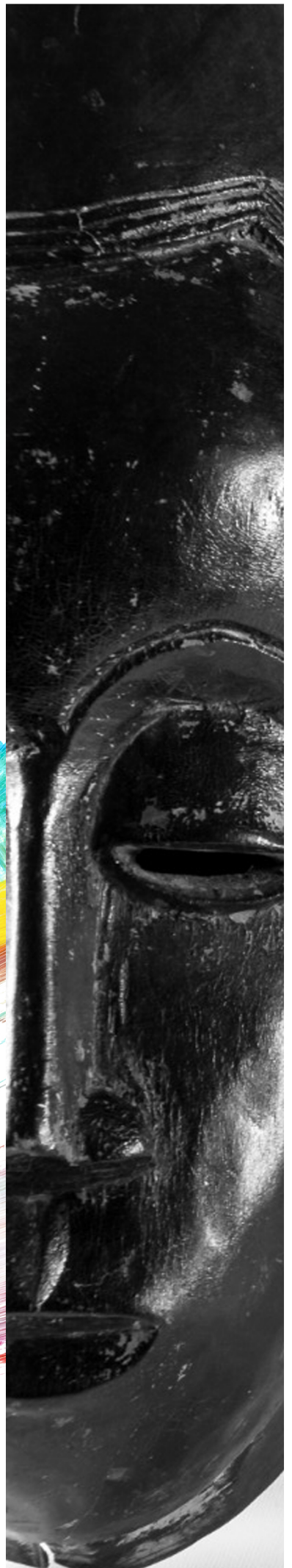
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An equitable and inclusive Zambia.

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ACKNOWLEDGEMENTS

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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.

Khazike Sakala - Executive Director

Peoples Action for Accountability & Good Governance in Zambia (PAAGZ)

LIST OF ACRONYMS

8NDP	8th National Development Plan
AAAZ	Alliance for Accountability Advocates Zambia
AAZ	ActionAid Zambia
ACA	Alliance for Community Action
AGM	Annual General Meeting
AIDS	Acquired Immune Deficiency Syndrome
ATI	Access to Information
AU	African Union
BftW	Bread for the World
CAHR	Cultural, Artistic, and Human Rights
CBOs	Community Based Organizations
CCAR	Climate Change, Adaptation and Resilience
CDF	Constituency Development Fund
CESA	Citizen Engagement for Social Accountability
CfCA	Connect for Culture Africa
COF	Chapter One Foundation
CSO	Civil Society Organization
CSPR	Civil Society for Poverty Reduction
CTPD	Centre for Trade Policy and Development
CUTS	Consumer Unity and Trust Society
CYLA	Center for Young Leaders in Africa
DSA	Digital Security Zambia
EU	European Union
FAM	Finance and Administration Management
FBOs	Faith Based Organizations
FIA	Fight Inequality Alliance
GESI	Gender and Social Inclusion
GIZ	Deutche Gesellschaft fur Internationale Zusammenarbeit
HIV	Human Immunodeficiency Virus
HRB	Human Rights Based
HRC	Human Rights Commission
ICM	Information, Communications and Media
IEC	Information, Education and Communication
IGA	Income Generating Activities
JCTR	Jesuits Centre for Theological Reflection
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer and Intersexual
MCD	Ministry of Community Development
MEL	Monitoring, Evaluation, and Learning
MISA	Media Institute of Southern Africa
MLGRD	Ministry of Local Government and Rural Development
MOD	Management and Organizational Development
MoFNP	Ministry of Finance and National Planning

MoT	Ministry of Tourism
MOU	Memorandum of Understanding
MOV	Means of Verification
MYSA	Ministry of Youth, Sport and Arts
NED	National Endowment for Democracy
NGOCC	Non-governmental Gender Organizations' Coordinating Council
OAG	Office of the Auditor General
OD	Organizational Development
OPP	Office of the Public Protector
OSF	Open Society Foundations
PAAGZ	People's Action for Accountability and Good Governance in Zambia
PANAF	Pan-African Network for Artistic Freedom
PBO	Parliamentary Budget Office
PESTEL	Political, Economic, Social, Technological, Environment and Legal
PM	Program Management
FAM	Finance and Administration Management
PWDs	People Living with Disabilities
SAHRDN	Southern African Human Rights Defenders Network
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SMT	Senior Management Team
SO	Strategic objectives
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TIZ	Transparency International Zambia
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WDC	Ward Development Committee
ZAPD	Zambia Agency for Persons with Disabilities
ZIPAR	Zambia Institute for Policy Analysis and Research

FOREWORD

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: Fostering an inclusive Zambia. 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 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. 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, 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.**

Laura Miti - Board Chairperson

Peoples Action for Accountability & Good Governance in Zambia (PAAGZ)

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.

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 Marginalized 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.

1. 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.

Understanding Our Foundation: In this strategic plan document, we begin by establishing our core principles. You will discover our vision, the aspirational future we strive for, and our mission, the purpose that drives our actions. We also present our values, the underpinnings of everything we do.

Knowing Ourselves: In this document, we turn inward, presenting a SWOT analysis that assesses our own strengths and weaknesses, as well as the opportunities and threats we face. This self-evaluation allows us to leverage our assets, address our shortcomings, and maximize our impact.

Navigating the Landscape: To chart the best course for PAAGZ, a clear understanding of the terrain is imperative. In this plan, we delve into the external environment through a PESTEL analysis, examining the political, economic, social, technological, environmental, and legal factors that shape our operating context. This analysis helps us identify both opportunities and challenges that may impact our journey to realising the change that we seek.

Learning from Experience: We believe in learning from the past to inform the future. The document then reflects on PAAGZ's past achievements and challenges, identifying lessons learned and areas for improvement. This introspection lays the foundation for continuous growth and adaptation.

Defining Our Scope: We then define the geographic focus of our work and the target audiences we aim to reach. This ensures our efforts are concentrated where they are most needed and have the greatest potential for positive change.

Building Strong Partnerships: No journey is undertaken alone. We recognize the importance of collaboration and partnerships with various stakeholders. In this strategic plan document, we outline the key actors we will engage with in the ecosystem of our work throughout the strategic plan period.

Connecting to the Wider World: Our work is not isolated. We demonstrate the relevance of our strategic plan by aligning it with broader national, regional, and global agendas, such as the 8th National Development Plan, Agenda 2063, and the Sustainable Development Goals.

Charting the Path Forward: The document then unveils the theory of change that guides our actions. It explains how we envision achieving our goals and creating lasting impact. This theory is translated into concrete strategies, represented by our program areas. Each program area outlines the specific interventions and activities we will undertake to drive change.

Measuring Progress and Ensuring Accountability: As PAAGZ, we believe in being accountable to our cooperating partners and our target constituents through producing the results we have set out to. To ensure we stay on track, we have a robust Monitoring, Evaluation, and Learning (MEL) plan that is annexed. This plan outlines how we will measure progress, learn from our successes and failures, and adapt our strategies as needed.

Building a Strong Team: The document also details the organizational structure that will support our work. This structure ensures we have the right people with the right skills in the right places to achieve our goals.

Resource Allocation for Impact: Finally, we present the strategic plan budget, outlining the financial resources needed to implement our programs and achieve our objectives.

Cross-cutting Threads: Throughout all our strategies and activities, we will prioritize key cross-cutting issues such as gender equality, youth engagement, and environmental sustainability within the context of climate change. These issues are woven into the fabric of our work, ensuring they are not treated in isolation but integrated into every aspect of our efforts.

In summary, this strategic plan is more than just a document; it is a commitment. It is our pledge to work tirelessly towards a Zambia where accountability and good governance are not just aspirations but realities. We invite you to join us on this journey, to contribute your support, voices and expertise, and to hold us accountable for our promises. Together, we can build a brighter future for all Zambians.

2. ORGANIZATION 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 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' under the Registrar of Companies. It's 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 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. The organization centers its efforts on citizen-driven accountability, inclusive governance, and systemic improvements.

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.

2.1. LOOKING BACK TO MOVE FORWARD – KEY SUCCESSES AND CHALLENGES FROM INCEPTION

2.1.1. What worked Well?

Use of townhall Meetings: In our organizational journey, the utilization of Townhall Meetings, such as the flagship "Pipoz Parliament", has emerged as a highly effective and impactful strategy, contributing significantly to the success of our initiatives. Under the flagship program "Pipoz Parliament," PAAGZ has played a crucial role in elevating community conversations, particularly focusing on Public Resource Management and service delivery.

The innovative approach of conducting Townhall Meetings has enabled us to successfully enhance awareness and engagement among citizens in specific constituencies, notably in Lusaka and Ndola. We strategically targeted the youth and women within these communities, fostering a more inclusive dialogue on governance-related topics. Central to this approach has the been the use of short video clips derived from the Parliament Sessions, a dynamic tool actively disseminated through PAAGZ's social media platforms.

This strategic use of Townhall Meetings has not only facilitated ongoing conversations but has also ignited meaningful debates on critical governance matters. The interactive nature of these sessions has created a platform for citizens to voice their concerns, contributing to a more informed and engaged community.

Use of Creatives and Creative Expression: Additionally, our success story extends to the deployment of creatives who have undergone training by PAAGZ on various issues. These individuals have proven to be powerful conduits for conveying diverse messages to our target audience. Through their creative expressions, they have effectively transformed otherwise mundane conversations and information into compelling narratives. This creative approach has added depth and resonance to our outreach, making complex issues more accessible and engaging for the broader public.

Digital Media Tools and Social Media Engagement: Digital tools played a pivotal role in enhancing our interventions and the rollout of project activities. They facilitated real-time interaction, allowing target participants and community members from constituencies to share their thoughts and experiences. Social media platforms were continuously leveraged to amplify project and activity messages, connecting with a broader audience and fostering a sense of community and shared responsibility. This approach was instrumental in accelerating conversations and creating an inclusive digital space for meaningful engagement.

In this successful endeavor, digital storytelling emerged as a powerful tool. Videos and infographics effectively communicated the organization's project milestones and successes. Through compelling visuals and narratives, the digital storytelling strategy ensured a deeper understanding of the organization's key objectives, encouraging active and interactive participation and support from our online community.

The strategic use of digital social media not only accelerated conversations but also served as a dynamic platform for harnessing content from trained creatives. These individuals, equipped with a diverse skill set, contributed significantly to the creation of engaging and impactful digital content. Their work, seamlessly integrated into our digital storytelling approach, played a crucial role in making our initiatives more relatable and accessible to a wider audience.

2.1.3. What did not work well?

Unstructured Activity Implementation: The lack of a structured approach in implementing activities posed challenges for PAAGZ. The absence of a clearly defined framework hindered the efficiency and coherence of our interventions. To address this, future strategies will prioritize a well-defined and organized approach to activity implementation, ensuring optimal impact and resource utilization.

Resource Overextension - Nationwide Spread: An approach of spreading resources thinly across the entire country proved unsustainable for PAAGZ. In attempting to reach the entire nation, resources were stretched thin, compromising the depth and effectiveness of our initiatives. Going forward, a refined strategy will concentrate efforts on select regions, allowing for more impactful interventions and a strategic allocation of resources.

Once-Off Activities with Limited Follow-Up: Engaging in one-off activities without a structured follow-up plan led to a lack of sustained momentum for PAAGZ initiatives. This hindered the long-term impact and effectiveness of our projects. Recognizing this limitation, the strategic plan will emphasize the importance of continuity, incorporating follow-up activities to maintain traction and ensure enduring positive outcomes.

Absence of Monitoring, Evaluation, and Learning (MEL) Plan: The lack of a Monitoring, Evaluation, and Learning (MEL) plan has hindered PAAGZ's ability to assess the effectiveness and impact of its activities. Without a systematic evaluation framework, there is limited understanding of the outcomes and areas for improvement. Future strategies will integrate a comprehensive MEL plan to systematically measure and learn from our initiatives, ensuring continuous improvement and informed decision-making.

2.1.4. A Partner for Progress

With a dedicated board of directors and a skilled secretariat, PAAGZ is poised to continue its impactful work and strengthen its position as a trusted partner in Zambia's development journey.

In terms of structure, PAAGZ has a Board of Directors which is responsible for policy direction for the organization. Operationally the organisation is headed by the executive director who is responsible for management of day-to-day operations. Currently, PAAGZ has a staff contingent of 8 people.

As PAAGZ embarks on its new strategic plan, this proven track record serves as a powerful testament to the organization's value and its unwavering commitment to building a more just and equitable Zambia for all.

3. Moving forward: 2024 -2027

3.1. Organizational Goal

The overall goal of PAAGZ is to contribute towards**;**

'improved governance and public 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, ***'public 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.

3.2.   The Vision

An equitable and inclusive Zambia.

3.3.   The Mission

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

3.4.   The Organisational Values

- *Inclusivity* – PAAGZ commits to embracing the principles of inclusivity in all its work and impress upon its constituents to do the same in the quest to leave no one behind

- *Participation* – PAAGZ commits to work to enable citizens to participate in the decision-making process about matters that affect their lives including members of staff.

- *Equality* – PAAGZ commits to embracing the principles of equality and non-discrimination to enable all citizens to realize and enjoy their human rights

- *Accountability* - PAAGZ commits to work to encourage the principle of answerability between leaders or duty bearers and the citizens, including among its own staff.

- *Transparency* – PAAGZ commits to work in an open way for everyone to understand its decisions and actions and to impress upon their constituents to do the same.

- *Integrity* – PAAGZ commits to conduct itself with the highest form of probity and impress upon its constituents to do the same.

- *Creativity* – PAAGZ commits to explore creative and innovative ways to animate its work and bring about the desired change in society.

4.   PAAGZ EXTERNAL SELF ASSESSMENT: PESTEL ANALYSIS.

In formulating our strategic plan, PAAGZ conducted an external self-assessment, employing a PESTEL analysis to comprehend external factors influencing the achievement of our objectives. This comprehensive analysis delved into the Political, Economic, Social, Technological, Environmental, and Legal dimensions, allowing PAAGZ to proactively anticipate and plan for these contextual factors.

This PESTEL analysis serves as a strategic compass, equipping PAAGZ with a nuanced understanding of the external landscape. By identifying and comprehending these factors, we empower ourselves to navigate challenges effectively, capitalize on opportunities, and tailor our initiatives to the dynamic context in which we operate.

4.1. Political Factors

There are a number of political factors at play that may directly or indirectly affect PAAGZ's work. Some of these include;
Shrinking Civic Space and Political Intolerance, whether perceived or real, these have the potential to impact the work of PAAGZ's work. Historically, there have been some arrests of civil society actors including the founder member of PAAGZ due to political intolerance and reduced civic space in which these actors can air their opinions.

In the recent past, the nation has seen and raised concern at the arrests of opposition political players as well as the heavy-handedness of Law Enforcement Agencies in the application of the law, hence the CSOs and other stakeholders have noted with displeasure this form of political victimization. This may impact negatively on the organisation's ability to operate freely due to fear of prosecution or targeted victimization.

Related to this is a concern is suspicions of torture and outright abrogation of human rights of detainees. According to the HRC, torture remained prevalent, and police reportedly tortured suspects in detention facilities. This creates a problem for PAAGZ but also an opportunity for enhanced relevance of the organization.

PAAGZ is alive to the fact the Strategic Plan extends beyond the election year. There are uncertainties during the electoral period (often a very volatile situation). If there is electoral violence during campaigns or the elections or the post-election period, this could affect the ability of the organisation to operate and roll out its programs. However, it also presents an opportunity for enhanced sensitization and awareness against this vice. The electoral process also presents an opportunity for PAAGZ to participate as well as to raise funds for that purpose, to conduct civic and voter education among their constituents.

By the nature of the organisation's work, premised on improved governance and accountability, from time to time, it will inevitably involve constructive criticism of the government and its institutions. Therefore, political will to effect the changes that the organisation is advocating for maybe limited or non-existent. There is also perceived political interference in the management of public institutions which might impede on their impartiality and willingness to work with organizations they may be perceived to be critical of the government.

4.2. Economic Factors

There are economic factors as well that may affect the work of the organization. Some of these include:
Corruption in public service provision/delivery, which increases the cost of public services and makes them inaccessible to marginalised groups. Part of the work PAAGZ will be doing is advocacy for improved service delivery and access to public services. This factor makes achievement of that objective particularly difficult.

There are other economic factors that will inevitably affect PAAGZ's work. The obtaining high cost of living, which is caused and exacerbated by other economic factors such as the increase in the cost of energy (electricity and fuel). With an average income standing at K5, 342.00, most of the work force employed in the informal sector earn much far less. The high cost of living has left many struggling to make ends meet. According to the Jesuit Centre for Theological Reflection (JCTR), the cost of living for a family of five in Lusaka in the month of December 2023 stood at K9, 157.41. This is way above the income of the larger section of the society and it means that most households are struggling to meet their basic needs.[1]

These factors do not help the poverty situation. All of the above have a direct adverse effect on the marginalized groups that PAAGZ serves, it makes them more vulnerable. The vulnerability of these target groups due to high costs of living poses special challenges to PAAGZ's work, they may not focus on the issues PAAGZ is trying to help them with other than the source of the next meal. This complicates the work for PAAGZ but also provides an opportunity in terms of relevance.
Related to the above, there is also poor service delivery as a result of poor public finance management. Reduced public spending on public services on account of austerity measures is necessitated by debt management. According to International Growth Centre (IGC), Zambia was projected to spend 30% of its revenue on debt payments between 2022-2024. Debt is ultimately repaid from tax revenues, but it is quicker to contract debt than to expand the tax base. This means debt tends increase at a faster pace than revenue mobilisation leading to a downward spiral, affecting negatively, the funding to the social sector and other government spending. [2]

In its totality, the volatility of the exchange rate as well as the fuel prices which are reviewed on a monthly basis by the Energy regulation Board (ERB) make it difficult to project and plan economically for a longer period of time and sustainably. This, and the above-mentioned factors also have the potential to complicate the work of PAAGZ where the cost of Goods and Services puts a strain on organizational resources and operations.
The other serious issue that may be a resultant of economic factors is the Lack of uptake of PAAGZ advocacy issues due to competing economic interests at the national and local levels.

4.3. Social Factors

There are also some social factors at play that may complicate PAAGZ's work. Among them, is the fact that PAAGZ is an organisation that works on human rights issues. Therefore, there

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[1] https://repository.jctr.org.zm/bitstream/handle/20.500.14274/1821/20241801-navigating_challenges_the_high_cost_of_living_in_zambia_and_the_call_for_action-BM-V01.pdf?sequence=1&isAllowed=y&fbclid=IwAR1FnL3XPvZbxUjk79quYV_qzY0RI9sKfUenpN8V8o0mRj8k1QZ8LHL2F3I

[2] https://www.theigc.org/blogs/taxing-effectively/zambias-debt-crisis-affecting-its-ability-collect-tax#:~:text=Zambia's%20debt%20contraction%20has%20not,borrow%20to%20finance%20economic%20development

arises the dilemma of advocating for minority rights within the wider human rights framework in a country that doesn't recognize LGBTQIA rights constitutionally.

Tradition, cultural norms and values which create barriers for women participation may be more difficult to address than the other issues. Inadequate female participation in decision-making processes is a real issue that PAAGZ intends to address. Currently, the National Assembly of Zambia has 141 male law makers, taking up 84.4% of the total seats while there are 26 female law makers taking up only 15.6% of the seats in Parliament.[3]

Some cultures do not encourage women to speak in public. PAAGZ will have to be more creative in addressing such delicate issues while encouraging women to participate.
There are also economic related social issues such as Poverty, Unemployment, etc. that will increase the vulnerability of marginalised groups and make PAAGZ work more demanding.

4.4. Technological Factors

There are also some technological factors that PAAGZ will have to be alive to that might affect their work. One of them being Digital Crime. In 2021, the Cyber Security and Cyber Crimes Act No. 2 of 2021 was enacted. This is a law that provides for cyber security in Zambia as well as coordination and monitoring of the cyber space. It also provides for the protection of persons against cybercrime as well as the collection of information.[4] PAAGZ is therefore aware that the Cyber Security and Cybercrimes Act of Zambia is a potential barrier to the optimal use of cyberspace and civic space. Care will have to be taken on how to use cyberspace which is one of the most effective ways to communicate.

In this age and era, there is always risk of digital or electronic fraud and theft, identity theft and other ills that have resulted technological advancement. These may pose a serious risk in the operations of the organisation. Staff may be impersonated, communications may be forged or statements issued and falsely attributed, funds may be electronically embezzled, etc.
Also, as a result of advancements in Information, Communication Technologies (ICT), there is always a risk of misinformation and disinformation. Information asymmetry can cause all sorts of problems for the operations of an organisation.

There is also an issue of evolution of Artificial Intelligence (AI) and its potential for harm. Care will have to be taken on how PAAGZ uses and interacts with Artificial intelligence. AI presents both enormous opportunities and threats.
The cost of using technology seems to present another challenge for the marginalised groups. PAAGZ will have to take this into account. For example, access to information available on ICT platforms may not be a given for the marginalised groups.

Technological advancements present great opportunities as well in terms of the ease of work (mobilization, meetings, reporting). This makes it easy for the organization to operate.
PAAGZ is also alive to the fact that technological advancement presents barriers to communication and work in communities not technologically advanced and for most of the communities where there are marginalized groups, this is the case.

4.5. Environmental Factors

PAAGZ is also alive to the fact that climate change is a crucial cross-cutting issue. Therefore, Environmental protection should be on the agenda as PAAGZ plans to do their work. There is

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[3] https://www.parliament.gov.zm/members/gender

[4] https://www.parliament.gov.zm/node/8832

environmental degradation (forests, water, land) everywhere and this message (environmental protection) should be incorporated in the main advocacy messages.

PAAGZ will focus on Climate change and adaptation and how it affects women and youths. This will form part of advocacy initiatives.
With all of this in mind, PAAGZ will use creative expression as part of advocacy around green transition –climate change and adaptation and how it affects governance.

The environmental factors also place an onus on PAAGZ and how it can reduce its own carbon footprint. This helps in terms of planning on how to reduce use of paper, energy consumption and other measures that can help reduce the organisation's carbon footprint
There also opportunities presented by the climate change challenge. PAAGZ will be able to participate in Climate Change and adaptation issues, seek funding to help in this cause, i.e. tap into the resource basket for climate change governance.

4.6. Legal Factors

There are also some legal issues that may affect the work of the organisation. These include the fact that there are still some Constitutional lacunas that need to be addressed. Particularly the issue of enhancing the bill of rights to include social, economic, environmental and other rights.
There are still some critical pieces of legislation that require amendment, or repeal and replacement such as the National Youth Development Council Act Chapter 144 of the Laws of Zambia.

Another legal framework we have to be alive to is the recently enacted Access to Information Act 24 of 2023 that provides for the right to access information and its limitations. Despite this law being new and actually carrying some good features, there is need for more scrutiny and assessing if at all its provisions enhance or inhibit the work of PAAGZ. The Access to Information Act, while promoting transparency, requires careful assessment to ensure its limitations don't restrict PAAGZ's access to information crucial for its work. Another piece of legislation that may affect the work of the organization is the National Planning and Budgeting Act 1 of 2022 and the Public Finance Management Act of 2018.

The gaps in legislation present opportunities for PAAGZ to advocate for legal reforms that better protect marginalized communities' rights. Collaborating with legal experts and civil society organizations can help navigate complex legal landscapes and advocate for changes beneficial to PAAGZ's goals. Further, equipping staff and stakeholders like creatives with legal literacy and knowledge of relevant acts can empower them to operate effectively within the legal framework.

Lastly, PAAGZ can leverage the new Access to Information act to access information regarding public services, budgets, and decision-making processes, holding officials accountable and promoting transparency. All these factors become a centre of focus in the works for PAAGZ.

5. PAAGZ INTERNAL ASSESSMENT – SWOT ANALYSIS

PAAGZ conducted an internal assessment through a SWOT analysis, aiming to gain insights into our Strengths, Weaknesses, Opportunities, and Threats. This analysis provides a nuanced understanding of our internal dynamics, guiding our strategies to leverage strengths and opportunities effectively. Simultaneously, it informs our approach to address and minimize weaknesses and threats that may pose challenges to the achievement of our objectives.

The table below indicates the Strengths, Weaknesses, Opportunities and threats to be taken into account.

Table 2. **SWOT Analysis Table**

	Helpful to your achievement of objectives if harnessed	*Harmful to the achievement of objectives if not well-managed*
Internal origin	**STRENGTHS**	**WEAKNESSES**
	• Creative expression • Strong and supportive Board • Youthful, energetic, passionate staff • Innovative • A Good Reputation • Ability to attract funding • Credible foundation • A strong network of state and non-state actors • Unique advocacy approach • Good relationship with creative	• Inadequate financial resources • Short project funding • Lack of MEL frameworks • Donor dependency • Lack of organizational transport • Weak visibility strategy • Inadequate specialized skills • Lack of short-, medium-, and long-term planning and budgeting
External Origin	**OPPORTUNITIES**	**THREATS**
	• Digital media strength • Funding opportunities in some of the areas of focus • Good working relations with government. • Availability of civic space to do our work • Decentralization - devolvement of certain ministerial functions to the	• Changing Donor Focus • Geopolitical Instability • Competition from other CSOs • Uncertainty of the upcoming electoral period • Existence of unfavorable statutes (to our work). • Political intolerance • Macroeconomic instability • Staff turnover • Potential of reduction of civic space • Short-term contracts for staff.

local level making it easier to advocate for improvement in service delivery • Political intolerance rendering relevance to our work. • Cadre of like-minded CSOs willing to work with us. • A majority youthful population in the country • Membership in CSO alliances • A well-constituted and qualified Board.	

6. SCOPE

6.1. Geographical Scope

PAAGZ has selected some primary areas of operation where it will be conducting its activities. The below-mentioned areas 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.

6.2. 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.
- People with disabilities
- People with limited literacy and formal education.
- Child, elderly and female-headed households

7. STAKEHOLDER/PARTNER MAPPING (Strategic Partners)

PAAGZ during its Strategic Planning process conducted a comprehensive stakeholder mapping exercise. The organization managed to identify some of the Key stakeholders and strategic partners that the organization is supposed to work with for it to succeed.

These partners were primarily identified by virtue of their strategic positioning to offer financial support, technical support, networking and collaborative support, and the synergies that can be created with their own programs, among many other attributes. PAAGZ put these key stakeholders and strategic partners in four (04) categories.

Below is a table that shows the stakeholders and partners that PAAGZ intends to work with in one way or the other.

No.	GOVERNMENT	CSO (Incl. FBOs & CBOs)	PRIVATE ACTORS
1	Ministry of Sport and Art (MYSA)	Alliance For Community Action (ACA)	PRIVATE MEDIA HOUSES
2	Ministry Of Local Government and Rural Development (MLGRD)	Chapter One Foundation (COF)	OPEN WINDOW UNIVERSITY
3	Ministry of Child Development (MCD)	BLOGGERS OF ZAMBIA	INDEPENDENT CREATIVES
4	Ministry Of Finance and National Planning (MOFNP)	Action Aid Zambia (AAZ)	COMMUNITY MEDIA HOUSES
5	LOCAL AUTHORITIES	Transparency International Zambia (TIZ)	CITIZENS
6	NATIONAL ARTS COUNCIL	CARITAS ZAMBIA	ACADEMIA
7	NATIONAL ASSEMBLY (Parliament Budget Office and Constituency Offices)	PANOS INSTITUTE SOUTHERN AFRICA	
8	CABINET OFFICE (D.S)	Centre For Young Leaders in Africa-Zambia (CYLA – ZAMBIA)	
9	Human Rights Commission (HRC)	Centre For Trade Policy Development (CTPD)	
10	Ward Development Committee (WDC)	Consumer Unit Trust Society (CUTS)	
11	Office Of the Public Protector in Zambia (OPPZ)	Non-governmental Gender Organizations Coordinating Council (NGOCC)	

12	Office Of the Auditor General (OAG)	Fighting Inequality Alliance (FIA)	
13	GENDER DIVISION	Alliance For Accountability Advocates Zambia (AAAZ)	
14	Ministry Of Tourism (MoT)	Media Institute of Southern Africa (MISA)	
15	Zambia Agency For Persons with Disabilities (ZAPD)	Civil Society for Poverty Reduction (CSPR)	
16	Zambia Institute for Policy Analysis and Research (ZIPAR)	Jesuits Centre For Theological Reflection (JCTR)	
17		WORD SMASH POETRY MOVEMENT	
18		MAGAMBA NETWORK	
19		Digital Society of Africa (DSA)	
20		Green Environment Innovative Centre (GEIC)	

8. ALIGNMENT TO THE 8NDP, AU AGENDA 2063 AND SDGs

The PAAGZ 2024 – 2027 Strategic Plan does not exist in isolation, it is aligned with some of the bigger national, regional and international agendas. This alignment to broader agendas is part of what gives this strategic plan the most relevance. It comes with a complementarity aspect to already existing broader initiatives aimed at bettering lives at the national, continental and global scales.

The PAAGZ Strategic Plan is aligned to the 8th National Development Plan (8NDP), The African Union Agenda 2063 (AU Agenda 2062) and the Sustainable Development Goals (SDGs).

8.1.   8NDP

The PAAGZ SP speaks to Zambia's 8th National Development Plan 2022 – 2026 in Strategic Development Areas 2, 3 and 4. What the SP aims to achieve is contained in the mentioned 8NDP strategic development areas under specific development outcomes.

a) Strategic Development Area 2: Human and Social Development.

Development Outcome 4: Reduced Poverty, Vulnerability and Inequality – this development outcome has 5 strategies aimed at enhancement of access to basic services and decentralization, youths and women's participation in decision-making processes, reducing income inequalities, respect for and protection of human rights, and enforcement of the rule of law among other issues. All these issues are espoused in the PAAGZ strategic plan with clear interventions on how PAAGZ will contribute to achieving these objectives

b) Strategic Development Area 4: Good Governance Environment

Development Outcome 1: Improved Policy and Governance Environment – this development outcome has 6 strategies that aim to, among other things, decentralize functions of central government to sub-national levels to improve public service delivery; strengthen community capacities to manage and implement programs with high social and economic impact under the Constituency Development Fund (CDF); improve participation of lower government structures in identification of local priority projects, and beneficiaries of empowerment and bursaries support programs; enforcement of mechanisms for principles of integrity among those charged with the responsibility managing public resources and providing public services; provide a level playing field for the enhanced participation and inclusion of marginalized and underrepresented sections of society such as women, the youth and PWDs in the political arena; develop a National Governance Policy which will be a blueprint for championing the rule of law, accountability and transparency, corporate governance, democracy and political governance as well as the prudent utilisation of public resources.

Development Outcome 2: Improved Rule of Law, Human Rights and Constitutionalism – this development outcome has 2 strategies that aim to, among other things, institute constitutional reforms that will enhance good governance and respect for and protection of human rights.

These issues are as well espoused in the PAAGZ Strategic Plan 2024 – 2027.

8.2. THE AFRICAN UNION AGENDA 2063 (AU AGENDA 2063).

The PAAGZ SP 2024 – 2027 subscribes to most of the aspirations espoused in the AU Agenda 2063. Some of the aspirations and priorities the SP subscribes and hopes to contribute to include: Good Governance, Democracy, Human Rights, Justice and Rule of law; equal opportunities and participation of women and youths; participatory development and local governance among others. Specifically, the following aspirations, goals and priority areas can be cited as those that PAAGZ ascribes to;

a) Aspiration 1 of Agenda 2063
Aspirational Vision: A Prosperous Africa, based on Inclusive Growth and Sustainable Development
Strategic Goal (1): A High Standard of Living, Quality of Life, and Well-being for All Citizens
Priority Areas
- Incomes, Jobs and decent work
- Poverty, Inequality and Hunger
- Social security and protection Including Persons with Disabilities
- Modern and Livable Habitats and Basic Quality Services

By aligning its strategic plan with Agenda 2063, Aspiration 1, and Goal (1), PAAGZ is committed to contributing to the creation of a prosperous and equitable Africa where everyone can enjoy a high standard of living, quality of life, and well-being.

b) Aspiration 3 of Agenda 2063

Aspirational Vision: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice, and the Rule of Law

Strategic Goal: Entrenched Democratic Values, Practices, Universal Principles of Human Rights, Justice, and the Rule of Law
Priority Areas:
- Democracy and Good Governance
- Human Rights, Justice and The Rule of Law

Strategic Goal: Capable institutions and transformative leadership in place
Priority Areas:
- Institutions and Leadership
- Participatory Development and Local Governance

By aligning its strategic plan with Agenda 2063, Aspiration 3, and Goal (3), PAAGZ is committed to contributing to the creation of a more just and equitable Africa where good governance, respect for human rights, and the rule of law are the cornerstones of society.

c) Aspiration 5 of Agenda 2063

Aspirational Vision: An Africa with a Strong Cultural Identity, Common Heritage, Values and Ethics

Strategic Goal (5): Pre-Eminence of the African Cultural Renaissance
Priority Areas:
- Values and Ideals of Pan-Africanism
- Cultural Values and African Renaissance
- Cultural Heritage, Creative Arts and Businesses

By aligning its strategic plan with Agenda 2063, Aspiration 5, and Goal (5), PAAGZ is committed to playing its role in the African Cultural Renaissance and contributing to the creation of a continent that is united, prosperous, and proud of its unique cultural identities and appreciates the creatives arts as a sector.

8.3.   THE SUSTAINABLE DEVELOPMENT GOALS (SDGS).

The PAAGZ SP is also in line with some SDGs and their targets. The most notable ones being:

a)   **Goal 1: No poverty: End poverty in all its forms everywhere**

Target 1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

b)   **Goal 5: Gender equality: Achieve gender equality and empower all women and girls**

Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

c)   **Goal 10: Reduced inequalities: Reduce inequality within and among countries**

Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

d)   **Goal 16: Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

Target 16.7:   Ensure responsive, inclusive, participatory and representative decision-making at all levels

Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

9. THEORY OF CHANGE

9.1. From Vision to Action: PAAGZ's Pathway to an Equitable and Inclusive Zambia.

PAAGZ envisions a Zambia where all communities, particularly marginalized groups, enjoy equal access to quality public services and actively participate in shaping their own destinies. However, the reality of poor governance and inadequate service delivery disproportionately burdens these communities, limiting their opportunities and voices.

We believe the root of this problem lies in a lack of accountability by public officials and insufficient citizen participation in decision-making. This is compounded by the underutilized potential of creative expression as a tool for social change and inadequate protection of cultural, artistic, and human rights, which are essential for fostering an environment conducive to good governance and effective service delivery.

To address these challenges and realize our vision, PAAGZ has developed this comprehensive theory of change. We believe that by enhancing accountability, citizen participation, the use of creative expression, and the protection of cultural, artistic, and human rights, we can pave the way for a more equitable and inclusive Zambia.

Our pathway to change begins with enhancing accountability. This involves empowering citizens to demand answers and action from public officials and duty bearers, holding them accountable for their decisions and actions. We also aim to strengthen the capacity of public officials to be more responsive and accountable to the citizens they serve.

Enhancing citizen participation is another crucial pillar of our strategy. By providing citizens with relevant information and knowledge about their rights and responsibilities, we empower them to engage effectively in governance processes. We also strive to increase access to platforms for meaningful engagement, ensuring their voices are heard and their needs are addressed.

Recognizing the power of creativity, we aim to enhance the use of creative expression for improved governance and service delivery. This involves creating spaces for artists and cultural practitioners to address governance issues, share information, and hold authorities accountable through their art. We will support the development and implementation of creative projects that harness the transformative potential of arts and culture for social change.

Finally, we believe that enhancing the protection of cultural, artistic, and human rights is fundamental to achieving good governance and effective service delivery. We will advocate for a strengthened legal and policy framework that supports arts, culture, and human rights, and build the capacity of institutions to protect these rights effectively.

By focusing on these four interconnected objectives, we believe that PAAGZ can play a critical role in building a more equitable and inclusive Zambia. Through a combination of capacity building, public awareness campaigns, strategic advocacy, community engagement, and creative projects that harness creative expression, we will strive to empower marginalized communities, promote transparent and accountable governance, and ensure that everyone has access to quality services they deserve.

9.2. Theory of Change: Three (3) Key Pillars

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:

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 capacity of elected officials and duty bearers to be more accountable and responsive to 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 operational, 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.

Summary

In summary, PAAGZ's Theory of Change is a comprehensive and strategic framework designed to address the root causes of poor governance and service delivery for marginalized groups. By focusing on accountability, citizen participation, creative expression, and cultural protection, PAAGZ envisions tangible improvements towards its goal of an equitable and inclusive Zambia.

The theory of change diagram is illustrated below:

OVERALL GOAL	IMPROVED GOVERNANCE AND SERVICE DELIVERY FOR MARGINALISED GROUPS

STRATEGIC GOALS

- Enhanced accountability by public office bearers and elected officials
- Enhanced Citizen participation in Governance and decision making processes
- Enhanced use of creative expression for improved governance and service delveiry
- Enhanced protection of Cultural, Artistic, and human Rights for improved goverance and service delivery
- Effective, efficient, well-resourced, and sustainable organization

OUTCOMES

- Enhanced citizen capacity to demand accountability
- Enhanced capacity of elected officials and duty bearers to be accountable
- Empowered citizens with relevant information to demand accountability
- Increased access to platforms for engagement on goverance and service delivery
- Capacity of artists on use creative expression to contribute to improved governance and service delivery built.
- Strengthened legal, policy and institutional frameworks supporting Arts and culture as well protecting socio economic rights
- Enhanced organisational resources, operations, management and development

9.3. 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 advocacy efforts around 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.

PAAGZ will tackle its goals through a three-pronged approach:

1. 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.

3. Management and Organisational Development (MOD): Building a strong foundation is key. MOD focuses on internal excellence, strengthening PAAGZ's organizational capacity development, good governance 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. These three pillars work in tandem, creating a powerful synergy for positive change. CESA and CAHR tackle external challenges, while MOD provides the internal robustness needed for long-term success. By empowering citizens, advocating for rights, and optimizing its own operations, PAAGZ paves the way for a brighter future for Zambia.

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

The Citizen Engagement for Social Accountability (CESA) program is a cornerstone of PAAGZ's mission to achieve improved governance and service delivery for marginalized people. It tackles two critical challenges:

1) **Lack of accountability by public office bearers and elected officials:** This manifests as unresponsive leadership, unfulfilled promises, and opaque decision-making, ultimately hindering effective service delivery.

2) **Lack of citizen participation in governance and service delivery platforms:** Marginalized communities often feel excluded from decision-making processes, their voices unheard and concerns unaddressed.
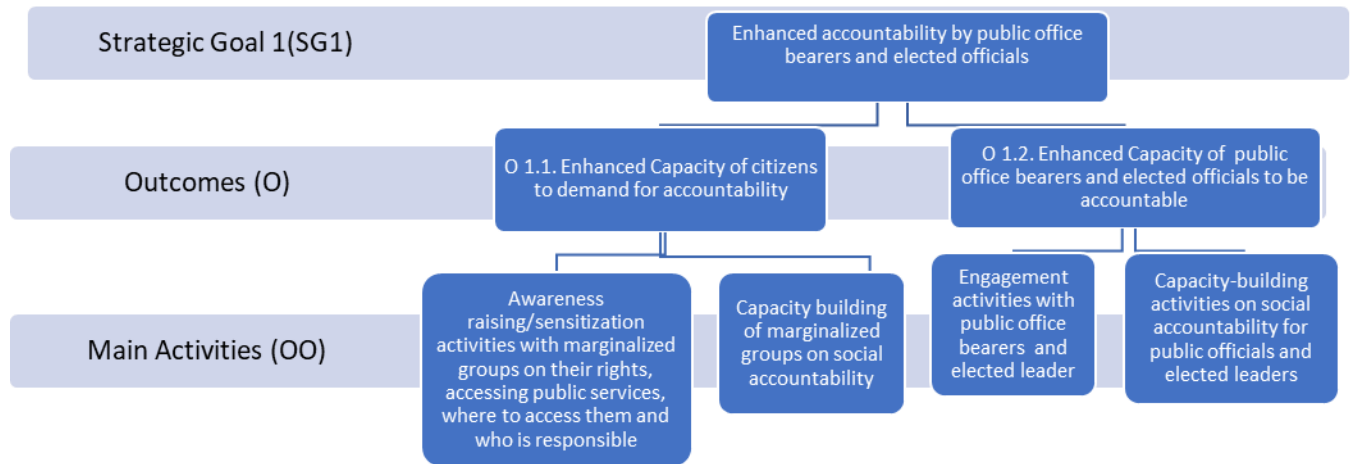
CESA's strategic goals aim to address the following issues head-on:

1. **Enhanced accountability by public office bearers and elected officials:** This involves empowering citizens to demand transparency, hold officials accountable for their actions, and advocate for their rights.

2. **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.

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

- **Capacity building:** Training and equipping citizens with the knowledge, skills, and confidence to participate effectively in governance processes.

- **Awareness raising, Community sensitization and mobilization:** Creating platforms for citizens to come together, share experiences, and collectively advocate for their rights. Ensuring citizens are sensitized and aware of their rights, access to public resources, where to access them and who is responsible.

- **Monitoring and reporting:** Empowering citizens to track service delivery, identify service gaps, and report instances of corruption or mismanagement.

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

9.3.2.1. Implementation of Strategic goal 1: Enhanced accountability by public office bearers and elected officials.

Strategic Goal 1(SG1)	Enhanced accountability by public office bearers and elected officials
Outcomes (O)	O 1.1. Enhanced Capacity of citizens to demand for accountability / O 1.2. Enhanced Capacity of public office bearers and elected officials to be accountable
Main Activities (OO)	Awareness raising/sensitization activities with marginalized groups on their rights, accessing public services, where to access them and who is responsible / Capacity building of marginalized groups on social accountability / Engagement activities with public office bearers and elected leader / Capacity-building activities on social accountability for public officials and elected leaders

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

Expected Results

1) Marginalized groups are more aware of their rights and have the capacity to claim their rights and actually begin to claim them.
2) Marginalized groups are aware of public services they are entitled to, where to access them, and who is responsible for providing them.
3) Citizens begin to demand accountability from their duty-bearers and elected officials and go further to take action for accountability.

Approaches

1) Conduct a power and influence mapping in the target areas
2) Conduct Stakeholder mapping
3) Engagement with community leaders to establish buy-in and support.
4) Establishment of community working groups as focal points/lead persons for mobilization and engagement with various actors.
5) Capacity enhancement of target communities on Social Accountability through Human Rights Based (HRB) approaches.

Main Activities

1) Engagement activities with public office bearers and elected leader
2) Capacity-building activities on social accountability for public officials and elected leaders.

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

Expected Results

1) Duty bearers and elected officials become more accountable to citizens, evidenced by their initiating engagements with the citizens for information sharing and feedback.
2) Service delivery in the target areas actually improves in quantity, quality, and frequency.

Approaches

1) Regular engagement with members of target communities.
2) Capacity enhancement of Duty bearers and elected officials on social accountability.
3) Regular engagement of Duty bearers and elected officials on social accountability
4) Forming new or utilizing existing partnerships with citizens, traditional leadership, civil society organizations, and officials in public/private institutions.

Main Activities

1) Awareness raising/sensitization activities with marginalized groups on their rights, accessing public services, who is responsible, and where to access them
2) Capacity building of marginalized groups on social accountability.

3) Capacity building for the creatives in using creatives & and social media influencers to disseminate governance, service provision and access, social accountability, and human rights information

Implementation of Strategic Goal 2: Enhanced citizen participation in governance and decision-making processes.
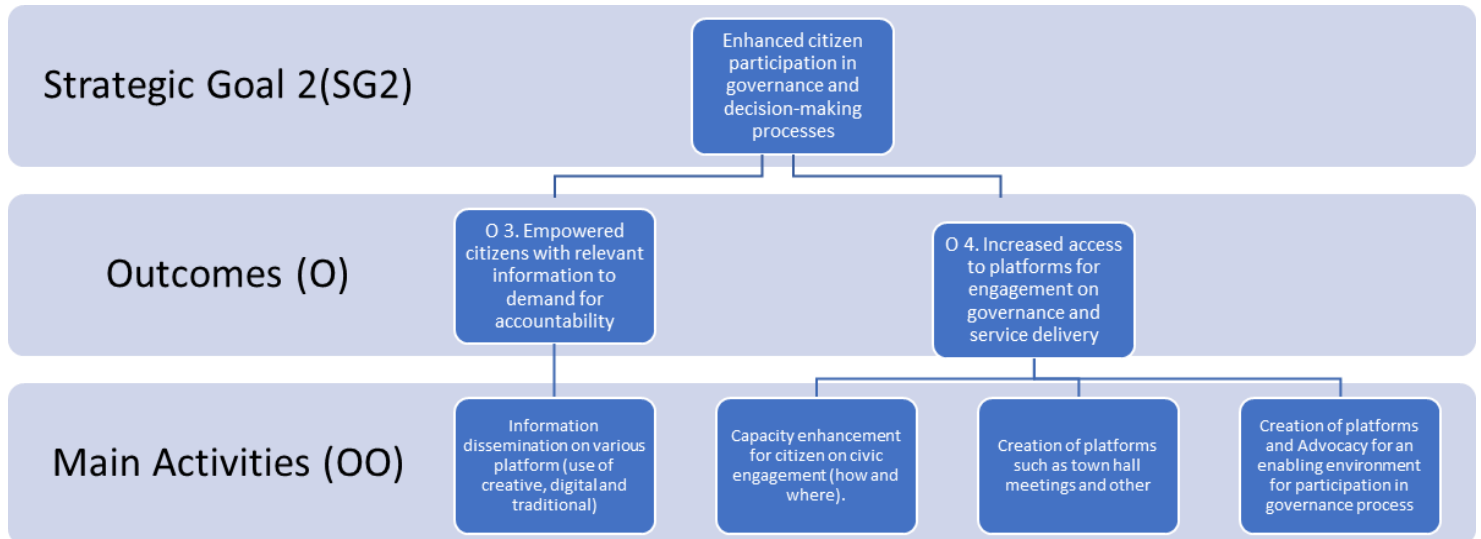
CESA Outcome 3 (O 3): Empowered citizens with relevant information to demand for accountability.

Expected Results

1) Citizens are empowered with relevant information to make them engage meaningfully in governance and service delivery issues
2) Citizens use the shared knowledge on governance and service delivery to engage and demand for better service.

Approaches

1) Evidence-based advocacy on increasing engagement platforms and accessibility to the platforms.
2) Deliberate creation of alternative engagement platforms on governance and service delivery issues.

Main Activities (Main Activities)

1) Information dissemination on various platforms on governance and service delivery (use of creative, digital, and traditional)
2) Capacity enhancement for citizens on civic engagement (how and where).

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

Expected Results

1) More people in target communities participate in governance and service delivery platforms with more frequency.
2) More platforms are available for engagement on governance and service delivery issues.
3) Easier, better or more access to platforms for engagement on governance and service delivery issues

Approaches

1) Gap analysis on available engagement platforms on governance and service delivery issues as well as their accessibility.
2) Generate, simplify, translate, package, and disseminate relevant information on governance and service delivery.
3) Use creatives to disseminate information.

Main Activities

1) Advocacy for an enabling environment for participation in the governance process Creation of alternative platforms such as town hall meetings and other.

9.3.2. 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:

- **Strengthening legal frameworks**: CAHR will advocate for legal reforms and policies that protect the socio-economic rights of citizens including non-state actors like artists, ensuring a conducive environment for civic engagement.

- **Building institutional capacity**: CAHR will work to strengthen institutions responsible for protecting and promoting these rights, ensuring effective implementation of legal frameworks and policies.

- **Empowering rights defenders**: CAHR will support and specifically train artists, cultural practitioners, and human rights defenders to advocate effectively for their rights and those of their communities.

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 to:

- **Amplify voices**: CAHR will empower marginalized communities to use creative expression, such as music, dance, and theatre, to raise awareness about governance challenges, where to access public services and who is responsible, advocating for their rights, and holding officials accountable.

- **Spark dialogue**: Through artistic mediums, CAHR will foster open and constructive dialogue between citizens and officials, promoting mutual understanding and collaborative solutions.

- **Shift mindsets**: CAHR will leverage the power of art to challenge harmful norms and stereotypes, promoting a culture of inclusivity, transparency, and respect for human dignity.

CAHR's interventions will focus on:

- **Capacity building:** Training and equipping artists and non-state actors with skills in advocacy, communication, and community mobilization.
- **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.
- **Policy and legal reforms:** Advocating for and supporting policies and legislation that protect cultural, artistic, and human rights, including freedom of expression and assembly.
- **Institutional strengthening:** Working with cultural institutions and government agencies to ensure they uphold the rights of creators and non-state actors.
- **Networking and collaboration:** Building strong partnerships between artists, non-state actors, government officials, and other stakeholders to promote inclusive governance and responsive public service delivery.
- **Documentation and research**: Generating evidence and knowledge on the role of socio economic rights in accountable and good governance.

By fostering a vibrant cultural landscape, protecting fundamental rights, and empowering creative voices, CAHR strives to build a Zambia where there is:

- **Expanded space and tolerance for creative expression**: Enable artists and non-state actors to freely use their talents to address governance and service delivery issues, share information, and hold officials accountable.
- **Strengthened legal, policy, and institutional framework to support creative advocacy.**
- **Empowered creative voices and non-state actors to effectively participate in governance processes and hold officials accountable**
- **Human rights are respected and protected for all.**

CAHR envisions a Zambia where socio economic rights are respected and subsequently enable the flourishing of creative expression and advocacy for good governance and responsive public service delivery. This program's deliberate interventions will pave the way for a future where governance reflects the values of inclusivity, justice, and accountability, ultimately leading to improved service delivery for all Zambians.

Implementation of Strategic Goal 3: Enhanced use of creative expression for improved governance and service delivery.
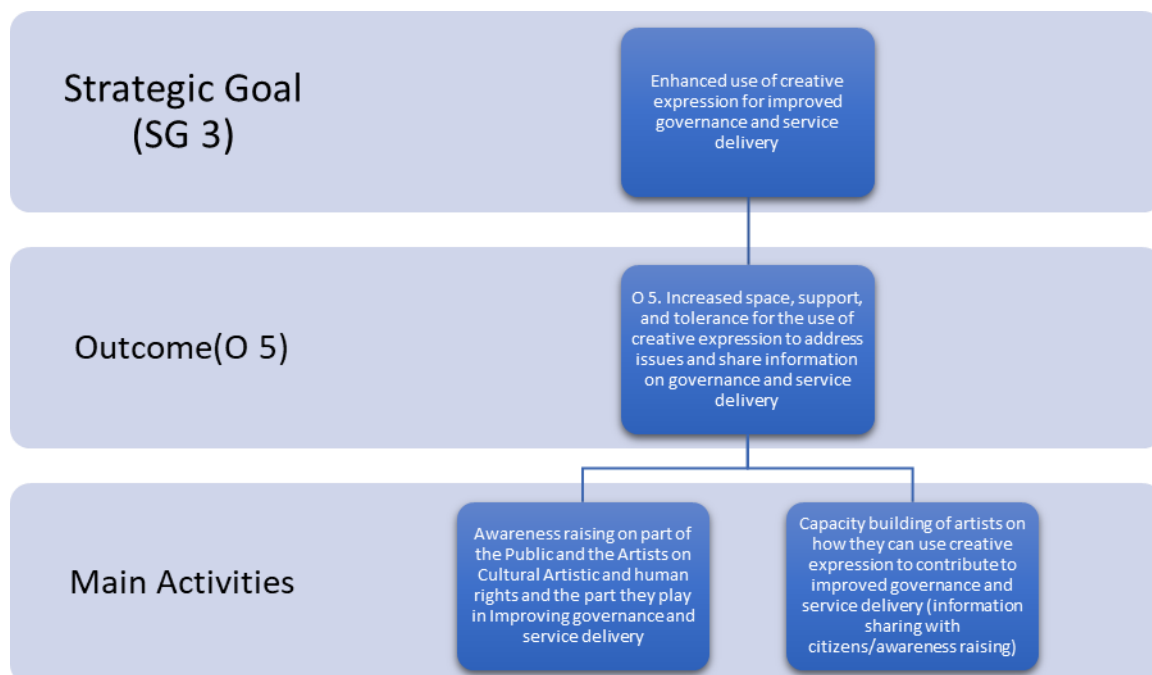
CAHR Outcome 5 (O 5): Increased space, support, and tolerance for the use of creative expression to address issues and share information on governance and service delivery.

Expected results

1) Increased public awareness on cultural rights, artistic rights and human rights in general and how to claim them
2) Increased public support in the use of creative expression to engage in government and service delivery issues

3) Increased awareness by artists on their cultural, artistic and human rights as well as the legal and policy frameworks that support or inhibit them
4) Increased capacity of artists to use creative expression to address issues and share information on governance and service delivery
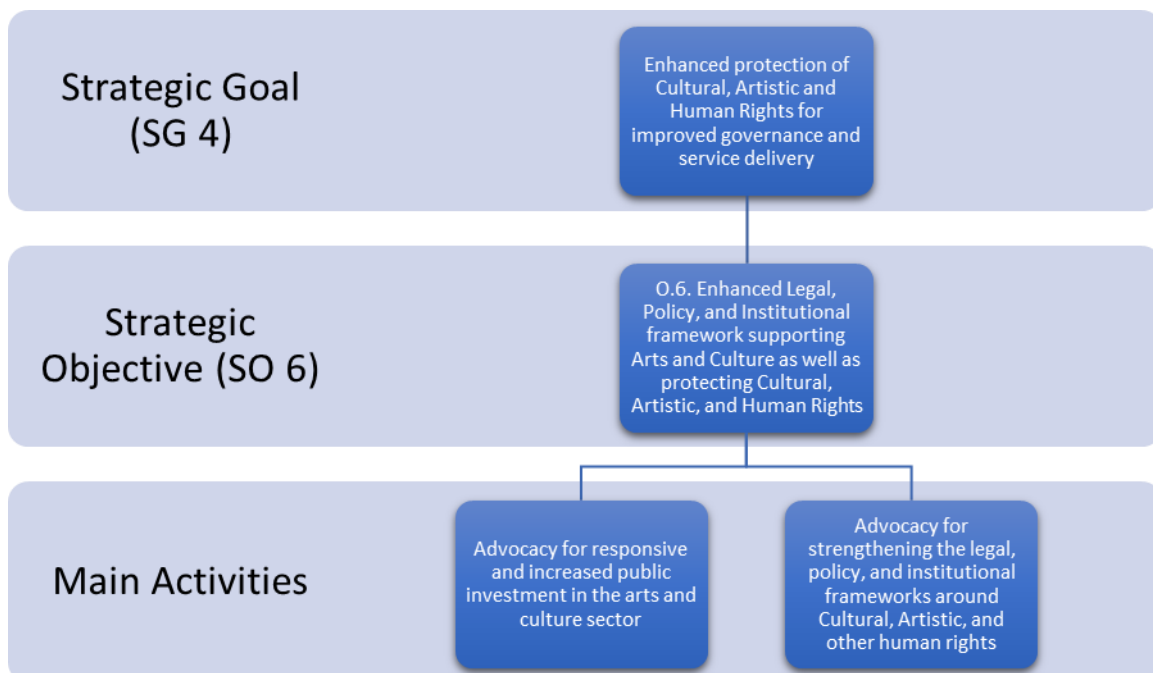5) Increased use of creative expression to address issues and share information on governance and service delivery.

Approaches

1) Stakeholder mapping of artists and social media influencers
2) Engagement with community members on cultural, artistic and human rights, their importance in improving governance and service provision and how to claim them
3) Engagement with artists on their cultural, artistic and human rights as well as the legal and policy frameworks that support or inhibit them
4) Capacity building of artists and social media influencers on how to use creative expression to address issues and share information on governance and service delivery

Main Activities

1) Awareness raising on part of the Public and the Artists on Cultural Artistic and human rights and the part they play in Improving governance and service delivery.
2) Capacity building of artists on how they can use creative expression to contribute to improved governance and service delivery (information sharing with citizens/awareness raising).

Implementation of Strategic Goal 4: Enhanced protection of Cultural, Artistic and Human Rights for improved governance and service delivery.

Strategic Goal (SG 4)

Enhanced protection of Cultural, Artistic and Human Rights for improved governance and service delivery

Strategic Objective (SO 6)

O.6. Enhanced Legal, Policy, and Institutional framework supporting Arts and Culture as well as protecting Cultural, Artistic, and Human Rights

Main Activities

Advocacy for responsive and increased public investment in the arts and culture sector

Advocacy for strengthening the legal, policy, and institutional frameworks around Cultural, Artistic, and other human rights

CAHR Outcome 6 (O.6): Enhanced Legal, Policy, and Institutional framework supporting Arts and Culture as well as protecting Cultural, Artistic, and Human Rights.

9.3.2.2. Expected Results

1) Adoption of policy position on responsiveness and increasing public investment in the arts and culture sector.
2) Increased public expenditure reflected in the national budget and other policy documents.
3) Adoption of policy position on strengthening the legal, policy, and institutional frameworks around Cultural, Artistic and other human rights.
4) Increased support for cultural, Artistic and other human rights reflected in the changes in laws, policies, and institutional arrangements.

9.3.2.3. Approaches

1) Policy research and generation of policy briefs on public expenditure on Arts and Culture
2) Engagements with and information dissemination to policy makers on public investment in Arts and Culture
3) Gap analysis and production of policy briefs on the legal, policy and institutional frameworks around Cultural, Artistic and other human rights.
4) Engagements with and information dissemination to policy makers on the legal, policy and institutional frameworks around Cultural, Artistic and other human rights.

9.3.2.4. Main Activities (Main Activities)

1) Advocacy for responsive and increased public investment in the arts and culture sector
2) Advocacy for strengthening the legal, policy, and institutional frameworks around Cultural and Artistic rights.

9.3.3. MANAGEMENT AND ORGANISATIONAL DEVELOPMENT (MOD): Building a Strong Foundation for Impact.

While the CESA and CAHR programs tackle external challenges head-on, the Management and Organisational Development (MOD) program focuses inwards, ensuring PAAGZ is an effective, efficient, and sustainable organization capable of delivering lasting impact for marginalized communities. MOD is the engine that powers the other programs, providing the drive, skills, and structure they need to excel.

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:

- **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.

- **Good Corporate Governance**: MOD will promote transparency, accountability, and ethical conduct within PAAGZ. This involves developing and implementing internal policies, procedures, and compliance mechanisms that uphold the highest standards of governance.

- **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.

By prioritizing these areas, MOD aims to:

- **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.

- **Bolster organizational efficiency**: Optimized resource management and streamlined processes will reduce waste and ensure PAAGZ operates at its best, delivering more with less.

- **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.

Investing in MOD is investing in PAAGZ's ability to make a lasting difference for marginalized communities. By building a strong foundation, we empower ourselves to empower others, ultimately paving the way for a more inclusive and equitable Zambia.

Outcome 7 (O.7): An effective, efficient, well-resourced, and sustainable organization practicing good corporate governance.

Expected Results

1) Well-resourced, effective and efficient organisation;
2) Sustainable organization;
3) Respected, accountable organization practicing good corporate governance.

Approaches

1) Resource mobilization and asset acquisition;
2) Effective internal policy formulation and implementation;
3) Human resource audit to establish gaps in personnel and skill
4) Staff capacity building;
5) Effective Programme Implementation and coordination;
6) Effective management of resources;
7) Adherence to good corporate governance, statutory obligations (national laws), and international good practices;
8) Recruitment and retention of competent, skilled and qualified staff.

Main Activities (Main Activities)

1) Mobilize and manage resources for program implementation

2) Create and employ strong administrative systems (formulate and implement policies and other relevant systems for effective running of the organization)
3) Recruitment and retention of competent, skilled, and qualified staff and staff capacity building for effective program implementation.

Implementation of MOD

O 5: Improved Organisational Management, Development, and Effective, Efficient Program Implementation

Effectively mobilise and manage resources for programme implementation	Effectively formulate and implement policies (improved administrative systems)	Increase staff capacity for effective program implementation
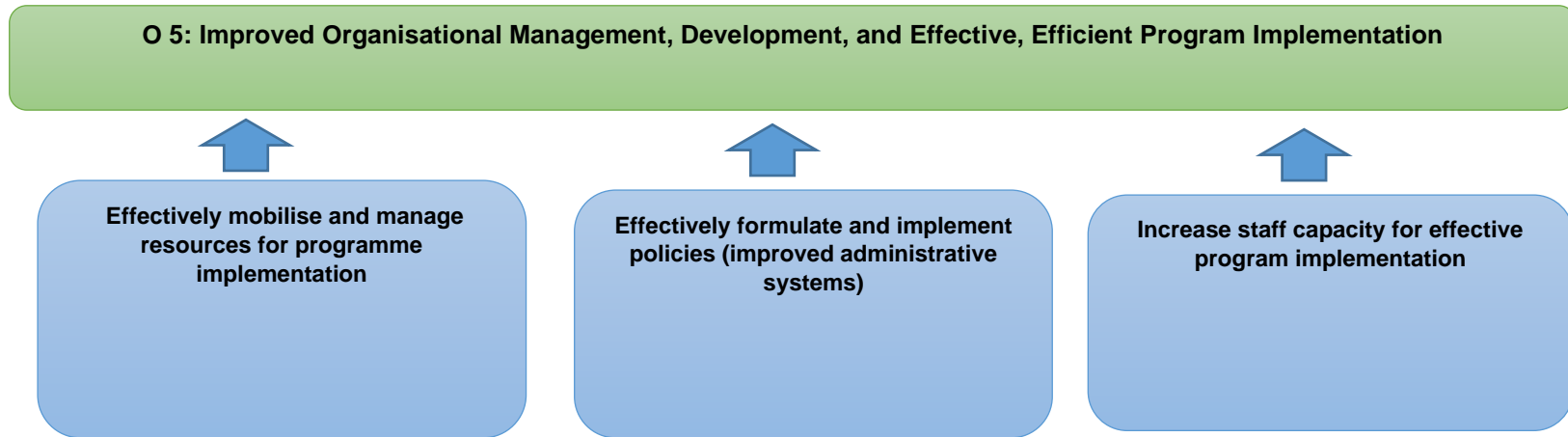
LOGICAL FRAMEWORK

10. LOGICAL FRAMEWORK

OUTCOME 1			O1. Enhanced Capacity of citizens to demand for accountability.
CODE	**MAIN ACTIVITIES**	**STRATEGY/APPROACH**	**ACTIVITIES**
A1.1	Awareness raising/sensitization activities with marginalized groups on their rights, accessing public services, who is responsible, and where to access them	• Conduct a power and influence mapping in the community. • Conduct Stakeholder mapping. • First engage with community leaders to establish buy-in and support. • Engage the community members regularly.	A1.1.1 Activity planning (phasing and sequencing the activities) and Content creation (generation and packaging of information to be shared with various stakeholders at different stages) A1.1.2 Information gathering meetings and creation of stakeholder matrix and power/influence maps. A1.1.3 Engagement meetings with community leaders to establish buy-in and support. A1.1.4 Community engagement meetings for information sharing on their rights, accessing public services, who is responsible and where to access them.
A1.2	Capacity building of marginalized groups on Social accountability.	• Establishment of community working groups as focal points/lead perSGns for mobilization and engagement with various actors. • Capacity enhancement of target communities on Social Accountability through Human Rights Based (HRB) approaches	A1.2.1 Establish community working groups A1.2.2 Conduct capacity enhancement sessions on Social accountability
A 1.3	Capacity building for the creatives in using creatives & and social media	• Capacity enhancement for civic information dissemination to creatives and Social media influencers.	A1.3.1 Engagement with creatives to orient them to PAAGZ work, establish buy-in, and ignite interest in addressing governance issues

			A1.3.2 Capacity enhancement sessions for tailoring civic information to marginalized groups.

OUTCOME 2		O 2 Enhanced Capacity of public office bearers and elected officials to be accountable.	
CODE	**MAIN ACTIVITIES**	**STRATEGY/APPROACH**	**ACTIVITIES**
A 2.1	Engagement activities with public office bearers and elected leader	Regular engagement of Duty bearers and elected officials on Social accountability	A 2.1.1 Content creation - generation and packaging of information to be shared with duty-bearers and elected officials
			A2.1.2Engagement meetings to ignite interest, establish buy-in and support
			A2.1.3 Engagement meetings on Social Accountability.
A 2.2	Capacity-building activities on Social accountability for public officials and elected leaders.	Capacity enhancement of Duty bearers and elected officials on Social accountability.	A2.2.1 Conduct capacity-building activities on social accountability for public officials and elected leaders.
A 2.3	Collaboration and Partnership building	Forming new or utilizing existing partnerships with citizens, traditional leadership, civil Society organizations, and officials in public/private institutions	A2.3.1 Conduct meetings with various stakeholders to create or sustain partnerships.
			A 2.3.2 Facilitate engagement meetings between duty bearers, elected and officials and their constituents

OUTCOME 3			O 3 Enhanced Capacity of public office bearers and elected officials to be accountable.	
CODE	**MAIN ACTIVITIES**		**STRATEGY/APPROACH**	**ACTIVITIES**
A3.1	Information dissemination on various platforms on governance and service delivery (use of creatives, digital, and traditional forms of information sharing)		• Generate, simplify, translate, package, and disseminate relevant information on governance and service delivery. • Use creatives to disseminate information.	A3.1.1 Generate, simplify, translate, and package relevant information on governance and service delivery – create and distribute Information, Education and Communication (IEC) materials.
				A3.1.2 Conduct information-sharing meetings of various forms.
				A3.1.3 Conduct Radio programs
				A3.1.4 Facilitate information dissemination by creatives.

OUTCOME 4		**O 4 Increased access to platforms for engagement on governance and service delivery**	
CODE	**MAIN ACTIVITIES**	**STRATEGY/APPROACH**	**ACTIVITIES**
A4.1	Advocacy for an enabling environment for participation in the governance process.	• Gap analysis on available engagement platforms on governance and service delivery issues as well as their accessibility. • Evidence-based advocacy on increasing engagement platforms and accessibility to the platforms.	A4.1.1 Gap analysis on available engagement platforms on governance and service delivery issues as well as their accessibility
			A4.1.2 Awareness raising/sensitization meetings on available platforms and how to access them
			A4.1.3 Evidence-based advocacy on increasing engagement platforms and accessibility to the platforms.
A4.2	Creation of alternative platforms for engagement	Deliberate creation of alternative engagement platforms on governance and service delivery issues.	A4.2.1 Creation of platforms such as townhall meetings on governance and service delivery.
			A4.2.2 Facilitation of frequent meetings between citizens, duty bearers and elected officials.
A4.3	Engagement meetings with citizens encouraging them to participate in governance and service delivery issues on available platforms	Meetings with citizens encouraging them to participate in governance and service delivery issues.	A4.3.1 Deliberate meetings with citizens encouraging them to participate the available platforms in governance and service delivery issues

	OUTCOME 5		O 5. Increased space, support, and tolerance for the use of creative expression to address issues and share information on governance and service delivery	
CODE	**MAIN ACTIVITIES**		**STRATEGY/APPROACH**	**ACTIVITIES**
B5.1	Awareness raising on part of the Public and the Artists on Cultural Artistic and human rights and the part they play in Improving governance and service delivery.	• Stakeholder mapping of artists and social media influencers. • Engagement with community members on cultural, artistic and human rights, their importance in improving governance and service provision and how to claim them • Engagement with artists on their cultural, artistic and human rights as well as the legal and policy frameworks that support or inhibit them.		B5.1.1 Stakeholder mapping and establishing buy/support B5.1.2 Community engagement meetings on cultural, artistic and human rights, their importance and how to claim B5.1.3 Engagements with artists on their cultural, artistic and human rights as well as the legal and policy frameworks that support or inhibit them B5.1.4 Capacity building engagements with artists on the use creative expression for governance and service delivery issues
B.2	Capacity building of artists on how they can use creative expression to contribute to improved governance and service delivery (information sharing with citizens/awareness raising).	• Capacity building of artists and social media influencers on how to use creative expression to address issues and share information on governance and service delivery		B5.2.1 Capacity building of artists and social media influencers on how to use creative expression to address issues and share information on governance and service delivery

		O 6. **Enhanced Legal, Policy, and Institutional framework supporting Arts and Culture as well as protecting Cultural, Artistic, and Human Rights**	
OUTCOME 6			
CODE	**MAIN ACTIVITIES**	**STRATEGY/APPROACH**	**ACTIVITIES**
B6.1	Advocacy for responsive and increased public investment in the arts and culture sector.	• Policy research and generation of policy briefs on public expenditure on Arts and Culture • Engagements with and information dissemination to policy makers on public investment in Arts and Culture	• B6.1.1 Policy research and production of policy briefs on public expenditure on Arts and Culture
			Engagements with and information dissemination to policy makers on public investment in Arts and Culture
B6.2	Advocacy for strengthening the legal, policy, and institutional frameworks around Cultural and Artistic rights	▪ Gap analysis and production of policy briefs on the legal, policy and institutional frameworks around Cultural, Artistic and other human rights. ▪ Engagements with and information dissemination to policy makers on the legal, policy and institutional frameworks around Cultural, Artistic and other human rights	• B6.2.1 Gap analysis and production of policy briefs on the legal, policy and institutional frameworks around Cultural, Artistic and other human rights
			• B6.2.2 Engagements with and information dissemination to policy makers on the legal, policy and institutional frameworks around Cultural, Artistic and other human rights

OUTCOME 7		O 7 An effective, efficient, well-resourced and sustainable organization practicing good corporate governance	
CODE	MAIN ACTIVITIES	STRATEGY/APPROACH	ACTIVITIES
B 7.1	To effectively mobilize and manage resources for program implementation	• Resource mobilization and asset acquisition. • Management of resources	B7.1.1 Project Proposal writing and marketing of the Strategic Pla
			B7.1.2 Networking and Partnership building
			B7.1.3 Implementing Income Generating Activities (IGA) such as developing and implementing a donation policy, resource mobilization policy/strategy????
			B7.1.4 Develop Internal (Controls) and external reporting and auditing
			B7.1.5 Management of financial, equipment, material and human resources
B7.2	To create and employ strong administrative systems	• Effective internal policy formulation and implementation	B7.2.1 Drafting new and completing draft policies
			B7.2.2 Periodic review of existing policies
			B7.2.3 Implementation of existing laws, regulations, policies and good practices
		• Adherence to good corporate governance.	B7. 2.4 Holding Governance meetings (AGM, Board meetings, Board Committee meetings)
			B 7.2.5 Meeting operational costs
B7.3	Recruitment and retention of competent, skilled, and qualified staff and staff capacity building for effective program implementation	• Staff capacity building • Effective Programme Implementation and coordination • Recruitment and retention of competent, skilled, and qualified staff • Monitoring, Evaluation, and Learning (MEL)	B7.3.1 Conducting 1 capacity needs assessments every year
			B7.3.2 Trainings on Priority Capacity Needs Identified
			3.3 Attending local/ international meetings related to the core focus of PAAGZ.
			B5.3.4 Monitoring field visits and periodic program evaluation
			B5.3.5 Reviewing Staff Welfare
			B5.3.6 Recruiting at least qualified staff and members and fill 80% of positions.

11. PAAGZ ORGANIZATIONAL STRUCTURE
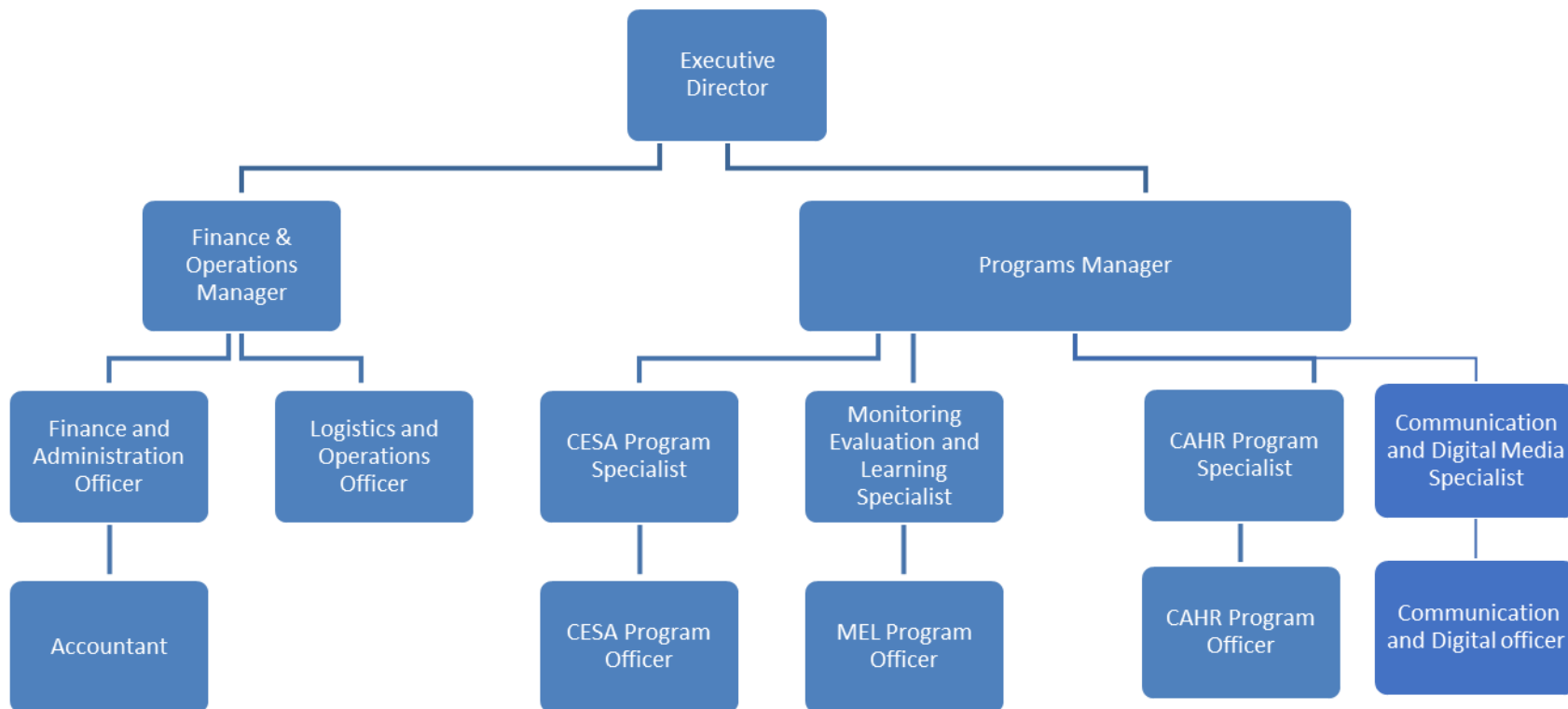
11.1. GENERAL DESCRIPTION OF FUNCTIONS AND RESPONSIBILITIES

While the organogram shows the positions of individual officers, it is more useful to look at them as functional teams within the organization. The Senior Management Team (SMT), the Finance and Operations Team, and the Program Team which comprises three teams, The Citizen Engagement for Social Accountability (CESA) team, the Cultural, Artistic and Human Rights (CAHR) team, the Monitoring Evaluation and Learning (MEL) team and the Information, Communications and Media (ICM) team.

11.1.1. The SMT - is responsible for Organisational Development (OD), Program Management (PM), Finance and Administration Management (FAM). The SMT is led by the Executive Director who is responsible for the management of day-to-day organizational operations as well as overall strategic management and stewardship of the organization. The Program Manager is responsible for program design, activity planning, and implementation, Monitoring, Evaluation, and Learning, as well as program reporting. The Finance and Administration Manager is responsible for financial management as well as administration. Specifics of the functions of the SMT include but are not limited to:

- General Organizational management;
- Technical backstopping in program management;
- Provision of guidance and support in the implementation of the plan;
- Quality assurance and control of the operations of PAAGZ,
- Monitoring and evaluation,
- Short-, medium- and long-term planning,
- Preparation of project proposals;
- Donor liaison and external resource mobilization;
- Staff capacity development;
- Impact assessment.

11.1.2. The Finance and Operations Team – led by the Finance and Operations Manager who reports to the Executive Director, is responsible for the management of financial and other resources, as well as administration. Specifics of functions include but are not limited to:

- Management of organizational funds
- Generation of financial reports
- Financial record-keeping
- Processing of all financial documents
- Maintaining asset registers
- Meeting statutory obligations (taxes, pensions, etc.)
- Maintain inventories for equipment and materials as well as maintenance.
- Human resource management including payroll and staff welfare.
- Logistical support for the organization.

11.1.3. The CESA team - reporting to the Program Manager who reports to the Executive Director, is responsible for all activities pertaining to citizen engagement. Specifics of functions include but are not limited to:

- Design of the annual implementation plans, including quarterly and monthly plans.
- Program reporting
- Development of a community engagement strategy
- Stakeholder mapping, power and influence mapping
- Community mobilization and engagement
- Activity Implementation for activities relating to CESA.
- Monitoring and Evaluation of program activities.

11.1.4. The MEL team - reporting to the program manager who reports to the Executive Director, is primarily responsible for Monitoring, Evaluation and Learning (MEL). Specifics of functions include but are not limited to:

- Designing and implementation of the MEL mechanism.
- Conduct continuous monitoring of program activity implementation
- Periodic evaluation of program activities
- Generating MEL reports
- Offering support to fellow program officers and management.

11.1.5. The CAHR team - also reporting to the Program Manager who reports to the Executive Director, is responsible for all activities pertaining to: protection of cultural rights, artistic rights, and human rights in general; promotion of arts and culture as a medium for information sharing on governance issues as well as service delivery; the use creative expression in influencing change: advocacy for increased resource allocation to the arts and culture sector. Specifics of functions include but are not limited to:

- Design of the annual implementation plans, including quarterly and monthly plans.
- Program reporting
- Advocacy for strengthened legal policy and institutional framework for supporting arts and culture and use of creative expression
- Advocacy for increased spending on arts and culture
- Creating partnerships with artists.
- Designing and implementing human rights defence initiatives.
- Activity Implementation for activities relating to CAHR.
- Stakeholder engagement.
- Monitoring and Evaluation of program activities

11.1.6. The Information Communications & Media (IC & M) team - also reporting to the Program Manager who reports to the Executive Director, is responsible for internal and external communication, information sharing as well as working with creatives. Specifics of functions include but are not limited to:

- Packaging all PAAGZ information (IEC) for dissemination,

- Knowledge management for PAAGZ and management of website and social media platforms, print newsletters, leaflets, brochures and booklets
- Facilitated the packaging and simplifying of various research studies and other materials for dissemination,
- Image building of PAAGZ,
- Advocacy
- Working with creatives

12. CROSS-CUTTING ISSUES

12.1. Climate Change, Adaptation and Resilience (CCAR)

PAAGZ is cognizant of the challenges that climate change has brought globally. The organization is committed to doing its part in contributing to Climate Change adaptation and resilience. PAAGZ is alive to the fact that its constituents (the target group), the marginalized people are the worst affected by climate change because they are in the least position to adapt. To this effect, PAAGZ intends to take on projects that look at how climate change affects marginalized groups, particularly, youths and women. It intends to incorporate messages of environmental management, protection, and restoration, as well as climate adaptation and resilience in its community engagement and advocacy initiatives (to policymakers and community members). PAAGZ will actively seek for support in implementing climate change-related projects in order to make a difference.

PAAGZ will also actively seek to incorporate artistic expression and creative expression in the effective communication and implementation of climate change related projects as well as acknowledge and be cognisant of how climate change actually affects the cultural and creative sector. Art and culture are a significant sector that is equally affected by climate change as well as has a bearing on climate change in itself. Culture and arts are a source of livelihoods and economic activity and as such, the interlinkages and mitigative actions will be considered in design and crafting of creative projects.

PAAGZ will also actively seek to reduce its own carbon footprint as an organization by employing eco-friendly practices in its operations. It will ensure minimal use of power (switching off all lights and appliances not in use and all of them after working hours). PAAGZ will as much as possible avoid using paper where electronic means are available. The organization will also minimize traveling to meetings or activities if they can be done virtually. In the case where traveling is necessary, pooling of vehicles will be practised to the largest extent possible.

12.2. Gender and Social Inclusion (GESI)

Gender and Social Inclusion (GESI) at PAAGZ will be practice as much as it is policy and included in its administrative and operational manuals and policies. GESI aligns with most of PAAGZ organizational values. The practice will be reflected through staffing, meetings and implementation of activities. Currently PAAGZ's staff contingent is at 50% female and 50% male, the Board is comprised of 60% female and 40% male. To demonstrate the commitment towards the gender agenda, PAAGZ in its programming, has targeted women as part of the primary beneficiaries or rights holders it will be working with. It intends to create strategic partnerships with gender focused CSOs as well.

12.3. Disability

PAAGZ pursues a non-discrimination policy. Grounded in its work and approach, PAAGZ continues to utilise a rights-based approach to every aspect of its work and operations within and beyond

programs. We strive to ensure that people living with disabilities and other marginalised and often discriminated groups are considered in its programming, recruitment and implementations. With finances allowing, PAAGZ intends to develop IEC materials in brail for the visually impaired as well as carter for other differently able. These and many other disability friendly initiatives will form the hallmark of PAAGZ work.

12.4. Child Safeguarding

Child Safeguarding is making PAAGZ safe for children. It is our individual and collective responsibility to ensure all children are protected from deliberate or unintentional acts that lead to the risk of, or actual, harm caused by PAAGZ staff, representatives, contractors, and visitors to our offices or program areas.

PAAGZ acknowledges fully the duty to safeguard and promote the welfare of children, and ensure all our safeguarding measures are embedded, accessible, and communicated clearly to staff, partners, members, children, and their communities, in a language they understand.

PAAGZ is aware that there may be additional vulnerabilities facing children associated with their age, socio-economic background, disability, gender, racial heritage, religious belief, identity, and is committed to ensuring this does not form barriers to effective safeguarding.

PAAGZ will take all reasonable steps to make itself safe, both as an organization and in the conduct of all aspects of its day-to-day operations.

12.5. General Safeguarding

PAAGZ is committed to creating a safe working environment for all. Policies will be put in place to ensure that there is no sexual harassment, physical, emotional, verbal or any other kind of abuse, protection of whistle blowers and other safeguarding principles will be employed in practice at the work place and will be espoused in policies and manuals.

12.6. Non-Discrimination

PAAGZ is committed to living its values as guiding principles to its work. Equality will be the lens used in interacting with any person. It is committed to non-discrimination based on ethnicity, race, religion, gender, sexual orientation, age, HIV/AIDS status, and any other attributes commonly known or otherwise as factors for discrimination.