

Management Response and Action Plan

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Terminal Evaluation of the Programme for the Promotion & Protection of Women's & Children's Rights in Zambia

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Overall Comments: The overall approach used by the programme was results based with a clear focus on results as evidenced by the consistent use of the logical framework on which workplans were set. The project document followed clear logic through its development and it is clear from the interviews with the Ministry of Gender and UNDP that there were attempts made to ensure that the Ministry did not digress from this logic. The programme was relevant at the start and continued to be relevant throughout its implementation. The programme by design was in line with the various national legislation and guidelines that clearly outline the country's commitment to promoting gender equality and inclusiveness as a whole as well as the United Nations Development Framework for the Country. It is specifically also noted that by design, the Programme worked to coordinate between various stakeholders in ensuring that the commitments were upheld. In the absence of a monitoring and evaluation system, the programme impact cannot be measured. There are several positive changes impacting on women in different sectors including health and education but it is difficult to attribute these changes to the work undertaken by the Ministry under this programme. The programme was planned to be implemented over a five year period but due to delays in workplan finalisation and therefore funds disbursement, it was implemented over a three year time frame. A number of planned outputs were delivered and indicators achieved but the overall implementation and delivery was marred by challenges of high staff turnover at both the permanent Secretary level as well as changes at the staffing levels both within the Ministry of Gender and other line Ministries. The programme was to some extent efficient in that it work to leverage the mandate of the Ministry to tap into and coordinate interventions even by CSOs outside the programme. Without the imbedding of the programme interventions started such as the sensitisations, the internal and external staff training and the engagement of traditional leaders into the core budget of the Ministry it is difficult to see how these will be sustained. The loss in institutional memory as a result of high staff turnover has also affected the extent to which the impact of the interventions can be sustained. What can be seen as positive is the work around policy and legislative environment which can help ensure that the general citizens have tools to hold line Ministries accountable for in as far as the promotion of gender equity and equality are concerned. The evaluation report presents a fair and balanced assessment of the project and provided nineteen recommendations for consideration in as far as strengthening their overall mandate of coordinating gender issues in the country and ensuring a multisectoral approach in the promotion of gender equality across the different sectors.. The evaluation management response to the nineteen recommendations, with proposed actions for recommendations agreed to are as follows:

Evaluation Recommendation 1. Programme planning within the Ministry

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- 1.1 To the greatest extent possible, there is need to ensure that when the Ministry is implementing programmes, these should have synergies built between them but not have outputs and outcomes that are so similar it becomes difficult to know what impacts and outcomes to attribute to which programme

- 1.2 The Ministry of Gender needs to finalise the development of the M&E system and components of any new programmes should then be integrated into this Ministerial M&E system. This will include the development of capacity development data base that should capture who gets trained. The development of the Monitoring system should enable the Ministry to monitor key indicators not only in relation to the Sustainable Development Goals but also indicators set nationally that will capture changes even within identified Ministries.

- 1.3 Related to the monitoring system is the need to have a system of consistent monitoring of people that have been trained. This would entail the development of strategic action plans by each institution and the monitoring of the implementation of this action plan by the staff. The action plans should include for example only three to five critical actions to be undertaken by the staff/institution trained with one to two indicators of success and it is these indicators that should be captured by the monitoring system in MoG and monitored.

Management Response: The Ministry will endeavour to implement the recommendation with further projects/ programmes. The Ministry of Gender has developed the National Gender Monitoring and Evaluation Framework (NGMEF) but is yet to fully operationalise it. Further, the National Gender Management Information System to operationalise the M&E framework is yet to be developed. MoG has requested UNDP who is chair for the Cooperating Partners Group on Gender to coordinate support to finalise work on the development and operationalisation of the M&E system

Key Action (s)	Time Frame	Responsible Unit (s)	Tracking	
			Status	Comments
1.2 Finalise the development of the M&E system	December 2021	MoG Planning Department	Not initiated	The Ministry of Gender has developed the National Gender Monitoring and Evaluation Framework (NGMEF) but is yet to fully operationalise it. Further, the National Gender Management Information System to operationalise the M&E framework is yet to be developed. The work to finalise the development of the M&E system commences this year and intended to be finalised in 2021. MoG will request UNDP who is chair for the Cooperating Partners Group on Gender to coordinate support to finalise work on the development and operationalisation of the M&E system
1.2.1 Development of capacity development data base that should capture who gets trained.	December 2021	MoG Planning Department	initiated	The data base to capture capacity development will be part of the M&E system database
1.3 Develop a training plan with a tracking tool.	December 2021	Ministry of Gender	Not initiated	The training plan will have two forms of trainings: i) Internal training plan, ii) External training Plan. The internal training g plan will focus on building capacity

		Planning Depart		within the Ministry while the external training plan will focus on building capacity in gender mainstreaming across the sectors.
Evaluation Recommendation 2: Programme management and coordination				
2.1: Ministry of Gender should have an accountability commitment in writing and signed by the Permanent Secretary to ensure that PITC meetings are held and disbursement of funds to activities for the next quarter should be based on proof that the PITC committee meeting of the previous quarter had been held.				
Management response: This is noted. The action will be applied to future project implemented by the Ministry of Gender				
Key Action (s)	Time Frame	Responsible Unit (s)	Tracking	
			Status	Comments
2.1: MoG to engage implementing partners and responsible partners on importance of attending PITC meetings	July 2020	Ministry of Gender Permanent Secretary	Not initiated	A caveat will be included to indicate disbursement of funds to be based on deliverables of projects objectives and attendance of coordination meetings
2.2: MoG coordinating GBV II and will use this opportunity to make the PITC functional, and in the process hold partners accountable to attend PITC meetings	July 2020	Ministry of Gender Permanent Secretary	Not initiated	
Evaluation Recommendation 3. Capacity development of staff within the MoG				
3.1 Capacity development of staff within the Ministry needs to be ongoing and embedded in the strategic plan of the Ministry as opposed to being a component of a programme. Integration of capacity development interventions into mainstream Ministry activities is something that should be considered at the start of the implementation programme with the aim being to have them in the Ministerial plan and budget by the end of the programme				
3.2 The staffing levels of the Ministry need to be improved with the hiring of professionals well versed in gender mainstreaming and that have commitment and passion to follow through on tasks.				
Management Response: The capacity development been embedded into the Ministry of Gender Strategic Plan, but the training plan has not yet been developed. MoG has written to Secretary to Treasury to provide authority to employ according to approved structure.				
Key Action (s)	Time Frame	Responsible Unit (s)	Tracking	
			Status	Comments
Develop a Training Plan (TP)	December 2020	HRA	Not initiated	MoG will be discussing with Cooperating Partners to coordinate the development and implementation of the TP
Recruit professionals well versed in gender mainstreaming	December 2021	Permanent Secretary /HRA	Not initiated	MoG has written to Secretary to Treasury to provide authority to employ according to approved structure.
Evaluation Recommendation 4: Capacity development of staff within the different Ministries				

4.1: Particularly with regard to capacity development of Ministers, there is need to ensure that this training is planned to take place at the start of their tenure of office and not at the end and before elections. This will ensure that those trained are actually available

4.2: There is need to build on the programme that ended and particularly build on the capacity interventions started with the different Ministries. This should be done in a phased manner with a maximum of three Ministries targeted and an accountability system through which they can be monitored developed.

Management Response: The recommendations are well noted and will be included in the training plan that will be developed

Key Action (s)	Time Frame	Responsible Unit (s)	Tracking	
			Status	Comments
Include training of ministers in the training plan	December 2021	Ministry of Gender		The trainings will commence in 2021 after the General Elections. Ministers will also be trained as and when they are appointed

Evaluation Recommendation 5: Resource mobilisation for the Ministry

5.1: Being a coordinating Ministry, there is need to have a platform through which the Ministry can consistently lobby Government for resources to sustain interventions started. This includes sustaining steering and accountability mechanisms as well as integrating both internal and external capacity development as part of the Ministry's core mandate.

Management Response: The recommendation is well noted.

Key Action (s)	Time Frame	Responsible Unit (s)	Tracking	
			Status	Comments
The Ministry of Gender is currently developing a Resource Mobilisation Strategy, which will include putting in place Resource Mobilisation Committee	December 2020	Planning Department MoG/DoF	Initiated	The work to develop a Resource mobilisation strategy has commenced with support from GIZ

Evaluation Recommendation 6: Engagement with partners

6.1: Engagement with the Ministries was planned for through the establishment and functioning of the Permanent Secretaries Committee, this needs to be re-established and made functional as a core coordination function. Its running and sustenance should not be based on a programme but also made a part of the core functions of the Ministry. In addition, the various gender sub-committees in the key Ministries need to be restarted and the ones that are still running acknowledged.

6.2: With regard to NGOs engagement, there is need to strengthen the functionality of the NGO Forum by ensuring that it is meeting on a regular basis and by ensuring that within it is a mechanism for reaching out and getting the view of all NGOs including small ones in districts outside of Lusaka.

6.3: There is further need to engage the private sector through the establishment of a strategy formulated with their participation. This would include further exploring how best the learning from Panama on the Seal Certification Programme can best be replicated here in Zambia. The Ministry has developed a strategy for the implementation of the Gender Equality Seal Certification Programme. Resources need to be mobilised for the implementation of this programme.

6.4: Part of ensuring the engagement of the different stakeholders it is recommended that the MoG be consistent in production of key gender related documents:
a. The production of the gender status reports, on which the stakeholders are dependent for information. It is therefore recommended that production of

these are not programme related but made a core component of the MoG's annual budget.

b. The consistent production of reports as required under the various Conventions and Protocols. As the MoG itself shows accountability at international level, the relevance and importance of all other stakeholders themselves being accountable will become clear.

6.5: It is also recommended that the Ministry have scheduled meetings with the various stakeholders (Gender Forum) on a quarterly or bi-annual basis. These should be planned as platforms where learning and sharing can take place on issues around what each of the stakeholders is undertaking and areas in which they would want the MoG to step in given their coordinating and advocacy role.

6.6: Engagement with political parties was to have been done under the Count Her in Strategy, it is recommended that efforts are made to start to implement this strategy well before the 2021 elections starting with the engagement again of the political parties and the development of a system through which the political parties can be held accountable for commitments they make to Government on adoption and final election of women in their parties. .

Management Response: The Ministry has taken note of the recommendations

Key Action (s)	Time Frame	Responsible Unit (s)	Tracking	Comments
			Status	
6.1 Revive the Committee of Permanent Secretaries through the office of the Secretary to the Cabinet.	December 2020	MoG	Not Initiated	
6.2 Provide support to Gender Sub-committees to include Technical Assistance and logistical support	December 2020	MoG	Not Initiated	
6.3: Roll out of the implementation of the Gender Equality certification seal programme	December 2021	MoG	Not Initiated	Resources have been mobilised mobilised for the implementation of Gender Equality Certification Seal programme.
6.4: The MOG is part of the newly established NMRF which is aimed at improving reporting conventions, the Ministry will therefore keep up to date its reporting on International and Regional Conventions through this newly established NMRF	December 2021	MoG	Not Initiated	
6.5: Revamp the Gender Forum and ensure wide inclusion of stakeholders in the gender sector.	December 2021	MoG	Not Initiated	
6.6: Mobilise Technical Assistance and Financial Resources for the engagement of Political Parties, especially towards the next general	December 2021	MoG	Not Initiated	

Evaluation Recommendation 7: Advocacy on key gender issues:

7.1: The MoG should consider having advocacy interventions targeting Government Ministries, as a key part of any planned programmes and interventions. This role should be played alongside the role of coordination and development of policy briefs on different issues affecting the promotion of gender equality and consistent presentation of position papers to Cabinet, Permanent Secretaries and to most importantly to Parliament.

7.2. There needs to be stronger engagement with the Political Parties and the Political leaders to ensure they build enforcement and accountability mechanisms Civil Society Organisations such as the Zambia National Women's Lobby have played a key role in pushing for gender equality in the political sector and the MoC can work with CSOs to further elaborate guidelines on gender mainstreaming in the political sector.

7.3. With regard to the private sector, priority should be given to working on gender and governance in the private sector and selection of stakeholders to help in holding institutions accountable should include the The Patents and Companies Registration Agency (PACRA) is a Statutory Body under the Ministry of Commerce, Trade and Industry.

Management Response: Within the Strategic Plan MOG has made advocacy as one of its strategies. Activities include:

Facilitating the formulating of affirmative actions, recommendations will be implemented as part of the Ministry's Strategic Plan aspirations.

Key Action (s)	Time		Responsible Unit (s)	Tracking		Comments
	Frame	Year		Status		
7.1: Facilitate the formulating of affirmative actions	December 2021	2021	MOG	Initiated		
7.2. Develop/Revise guidelines for mainstreaming gender in the political sector	December 2020	2020	MOG/LNDP	Not initiated		
7.3: Work on gender and governance for the private sector and selection of stakeholders to help in holding institutions accountable	December 2020	2020	MOG/LNDP	Not initiated		

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Ministry of Gender